

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

155 Madison Avenue, New York City

CLVI, No. 1

NEW YORK, JULY 2, 1931

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A NEW EDGE FOR A FINE TOOL

THE half-way mark in 1931 finds many changes in the publication field. Important consolidations have occurred. Suspensions have been numerous. A goodly number of newcomers have reported for business.

All of this turnover is recorded in the mid-year Supplement of N. W. Ayer & Son's Directory of Newspapers and Periodicals, which is now ready for distribution.

As customary, this Supplement will be sent free to purchasers of the 1931 Directory. It is not sold separately. There are still available a limited number of copies of the 1931 Directory, with which the mid-year Supplement will be included.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London

Combines a Complete Purchasing Directory with Collective Catalog Features

Every copy
Wanted
and USED
by a buyer
at the
BUYING
MOMENT
2700
Advertisers



THE ONLY "PAID" AND A.B.C. AUTHENTICATED CIRCULATION IN ITS FIELD

THE BUYERS' MASTER KEY
TO ALL
AMERICAN SOURCES OF SUPPLY

A PURCHASING POWER EXCEEDING
100,000 CONCERNS OF \$100,000 EACH

LONG TIME ADVERTISING AT LOW, ONE TIME COST

ONE ISSUE A YEAR!—CONSULTED CONTINUOUSLY BY EXECUTIVES AND OTHER "KEY" MEN WHO INVESTIGATE, SPECIFY AND ORDER FOR ALL LINES, EVERYWHERE.

THOMAS PUBLISHING COMPANY, 461 EIGHTH AVENUE, NEW YORK

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VOL. CLVI

NEW YORK, JULY 2, 1931

No. 1

Five Ways to Make the Advertising Dollar Buy More Sales

Some Suggestions for Avoiding Waste in the Initial Plan, Fishing Where the Fishing Is Good, and Checking Results

By Kenneth Groesbeck

Vice-President, McCann-Erickson, Inc.

THE horse sense of planning advertising is to do it along lines of least resistance. It is possible to place advertising in many different places, and the dollar of advertising will buy all the way from 50 cents' worth of sales to \$10 worth. Why advertise in places where you lose money?

1. The first chance to do money-saving thinking comes when the advertising department receives, with regards from the Board of Directors, a sum of money labeled "Advertising." The powers that be have set this amount, sometimes by figuring a percentage on sales (last year's, next year's estimated, or an average of both), sometimes by the task method which says "this is our job, and it will cost about so much to do it."

This is the first spot at which the advertising department can safeguard the strong box. Before it takes on itself the responsibility of spending a given sum, it should know in dollars what this money is expected to accomplish.

In hard times the appropriation is very apt to be too low, in good times, too high. A little figure called "advertising efficiency," inserted in one's calculations at this stage, will be found to be most helpful. It is the ratio between the manufacturer's sales in dollars and the amount of advertising money spent to get them.

In the proprietary field, for example, a dollar of advertising sells

a minimum of \$3 worth of goods—usually more. This is our ratio, and it can be expressed in dollars over the whole history of the product. In other fields the ratio is of course much higher. If the advertising percentage is five, the advertising dollar sells \$20 worth of goods.

The average figure for any particular field is easily available; set it up as a ratio, modify it according to the history of the product, and set up a final figure which says "This is how much (in dollars) our dollar of advertising should be expected to sell."

Remember, in setting up this figure, that if there were no expenditure for advertising in a given period, the "efficiency" figure would jump right over the moon. It is valid only, therefore, while the advertising expenditure runs along on a normal basis. Iron out the peaks and valleys by averaging and by looking only at considerable periods of time, especially if the product is seasonal. No ratio is worth much unless figured on a period of at least a year.

When such a figure as this governs, one will think twice before accepting an increase in the advertising appropriation. An extra \$100,000 for advertising? Our advertising dollar has been selling \$10 worth of goods? Got to produce an extra \$1,000,000 in sales? As the French have it: "It gives one to think!"

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2. Next comes the analysis of the budget, divided into activities of the advertising department and those of the advertising agency. The agency does the commissionable stuff, the advertising department the rest. That sounds hard-boiled and callous and it is meant to. This division of labor is a natural one, but it is a large-sized hole through which the dollars often leak.

The only way to plug it, of course, is to build up such a close relationship between the advertiser and his agency that the job is not broken down on this basis. The agency should be free, without any financial hazard, to recommend and work on anything it wants to, that will get more out of the advertising dollar. It should be paid for this, by the advertiser if not by the medium.

Honest advertising agencies, taking the fat with the lean, are every day advising the expenditure of money in many ways that get them nothing in cash. They deliberately cut down the money given them by the advertiser for space, and spend it elsewhere where they think it will do more good, cutting their own gross revenue in the process.

Common Honesty

That this is common honesty is obvious. There are many extremely valuable ways of advertising which do not pay agency commissions. Car cards and sampling are only two of them. The advertiser will do well, however, to see that his agency does not have to penalize itself as it recommends ways of advertising that belong outside its usual bailiwick. The situation, to say the least, frequently shuts off the use of essential talent in needed divisions of advertising, and may even militate against the free choice of the activities themselves.

By such precautions we may hope to arrive at a well considered budget, in which media and methods are chosen solely on the ground of their ability to do the job, and in which responsibility is divided on the same basis.

3. The next problem that pre-

sents itself is territorial. Where shall we spend the money?

The first guidance in finding the answer to this comes directly from the sales department.

Business for any country is usually divided by sales areas, rather than by geographical boundaries. The sales department can say where sales have been best in the past; can hazard a pretty workmanlike guess as to where they will be best in the future. Obviously, one intends to fish where the fishing is good, rather than spending excessive money getting sales where they are more difficult to obtain. Only when good territories are producing to their maximum is it wise to extend the effort to less favorable areas.

That this is not so commonplace as it sounds is indicated by many a "national" advertising campaign which spreads its effort evenly and thinly over the whole population of the United States, just because the product is conceded to have wide or even practically universal distribution. Considerable wastage comes from this royal disregard of local conditions—this determination to "cover" the country though large areas of it may not pay for such coverage.

Within this spread of distribution will be found wide variation in cost of sale. How shall we locate these high resistance spots, so we can stay out of them and put our advertising money where it is more likely to come back to us?

In addition to the judgment of the sales department and "reports from the field," which used to be the sole means of plotting this variation, we now have some interesting and scientific ways of appraising variations in local fertility values.

The best of these is probably the buying power index. This is the expression of locations in terms of ability to buy your goods. One sees Los Angeles not simply as a delightful garden spot of the West, but as an area of "122 per cent of normal" in ability and expressed willingness to buy one's product.

How is this arrived at? First by comparing the area with the

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THE CHARGE OF

The Light Brigade

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INTO the center of town rode the three Wunderleys — Jack, Joe and Pete. You see them about to enter Brill's hardware store. Reason? Young Pete's campaign for bigger and better lights in the Wunderley home is bearing fruit.

"Electric bulbs wear out just like radio tubes," said Pete one night to his folks, and Jack and Joe eagerly corroborated his statement. "You can't expect them to last forever. And you can't expect me to be able to concentrate right on my school work with poor light. Besides, you don't want me to get glasses!"

Pete has no reason to be worried about his eyes. If you think so, you should see him on the tennis court, and in the gym shooting a basket. He's simply careful. Good eyesight means expert eyesight to him.

Boys like Pete, with a penchant for progress, wield a surprising influence in the family buying. They keep themselves posted on what's new and improved — and do their best to get it in the home.

700,000 of them read THE AMERICAN BOY. And 85% are of high-school age and over. The kind of fellows you want to acquaint with your product — to have them talk it up to their mothers and fathers. These boys are a factor in your sales too important to be overlooked. Reach them on the pages of the one magazine they call their own. September forms, close July 10th.

The YOUTH'S COMPANION
combined with
The American Boy Founded 1827
Detroit Michigan

rest of the country in its straight buying power, as indicated by number of domestic electric current users, automobile owners, income tax payers, readers of national magazines, and so on. One builds one's own index according to what factors one considers are indicative of ready money.

Now to apply this to one's own product. People may buy specific goods not only because they have the money for them, but because they have a great need for them, dependent on their location or their local habits. If you are selling a hard-water soap you need the presence of hard water just as much as you need ready money.

Problem of Competition

The problem may be further complicated by competitive activities. Here is a desirable territory. It has the money to buy our product, and the natural need for it, but we are not selling. Reason? Our competitor got there first, and has been advertising and merchandising steadily and efficiently for years. It will cost disproportionately big money to dislodge him. Shall we leave him alone in his glory and go make money where he isn't? It's a big country. Maybe there's room for us both in it. Add to the buying power index, then, factors of competition as well as those of inclination or need, and you have your areas expressed not only in terms of ability, but also in terms of desire to buy.

On this fact foundation, advertising money can be strategically planted where it will do the most good. Selection of class of medium as well as location is immediately made more exact.

A great deal of waste will be avoided in advertising if the money is spent in this way. Much better to do each territorial job well; to make each area produce to somewhere near its maximum, than to enjoy the glory of national distribution with half your territories costing more for advertising than you are getting out of them in sales. Fish where the fishing is good. Horse sense! Lines of least resistance!

4. The fourth way to avoid advertising waste is to *time* the advertising wisely. The months have a normal fluctuation in productivity usually estimated as varying from about 80 to 130 per cent. Numerous tables of this range have been printed, most of them based on combined coupon returns of many kinds of products. To this basic and known see-saw in public receptivity must be added the variation characteristic of the product under consideration.

Bathing suits, by and large, sell best in the summer time. July may be a low month on coupon interest, but if you are putting bright bits of fabric on agile young bodies you would better consider normal variation as worth nothing, and variation in "bathing suits need" as 100 per cent.

Again we have the combination of normal factors with those that grow out of the product, just as in the creation of a buying power index. We now have a time index, with definite indications as to *when* to advertise, just as we had already figured out *how* and *where*.

A word of caution: advertising is a consumer activity; be sure the fluctuation in monthly interest is truly a consumer fluctuation, and not the swing as reported by the trade. We want to advertise, not when our jobbers stock up, but when our consumers buy.

People Forget Fast

Another word of caution: just because there is some seasonal variation, don't concentrate so violently on good periods that you are out all the rest of the time. This can be done more safely as regards *territories*, than in respect of *time*. Isolated advertising campaigns, separated by months of silence, lose momentum. Beware of traffic driving. Starting and stopping uses much more gas than rolling along the high road. People forget fast.

5. Another thing canny advertisers are doing to safeguard their advertising money: they check their results. They try to check them in advance of any tests that may substitute knowledge for guesswork. These are not possible for all products or at all times:

COVERED!

After only five months' sales effort, House Beautiful covers the furniture and house furnishings trade

Last February we reported to you that we had added to our staff a young woman trained in the hard-driving realism of Lord & Taylor, and Macy's; and that she had added a Trade Index reporting actual demand for styles in furniture and house furnishings; and that paid subscriptions from the trade were coming in fast.

Now the job's done. Despite flattering imitations of our work, House Beautiful was out canvassing *first* - - and here's the list of net paid subscribers as of June 1, 1931:

<i>Subscribers in</i>	<i>Number</i>
Department stores	1,628
Furniture stores	1,097
Professional decorators	1,086
Specialty shops	525
Gift shops	198
Miscellaneous	708
Total	5,242

Ask to see this Trade Edition with Trade Index—better still, let us bring you the names and addresses of these alert retailers who have given House Beautiful not only their confidence, but their money.

House Beautiful

200 Fifth Avenue, New York

8 Arlington Street, Boston

Member of the National Shelter Group

BRANCH OFFICES

Fifth Avenue Building, New York
Tribune Tower, Chicago

Union Oil Building, Los Angeles
Russ Building, San Francisco

they are available, however, oftener than most advertisers use them.

The advertising department and the agency keep track of sales with just as much passionate interest as does the sales department. Have they not just as much at stake? The sales department justifies its cost by making sales—how else does the advertising manager and his advertising agency?

Advertisers should let their agencies have sales figures, month by month, territory by territory. Many agencies still have to work in the dark. How can an agency check its results and render wise service if the advertiser keeps sales a dark secret, and only says sagely, "We are 7 per cent ahead of last month, or of this month last year"? This policy is a short-sighted one.

Here then are five specific ways in which advertising money can be safeguarded. Look at advertising expenditure as a per cent on sales. Break down the budget activities by fitness, not by the commission system. Use a specially drawn buying power index to fish "how and where" the fishing is good. Time your advertising. And finally, check its results.

These things make the advertising dollar buy more sales.

To Direct Hecker-H-O Sales and Advertising

Lawrence Tremaine of the sales department of the Hecker-H-O Company, Inc., Buffalo, N. Y., cereal products, has been appointed sales manager. Winston H. Thornburg, who has been a member of the advertising department of the Hecker company, has been appointed advertising manager.

F. A. Cuddihy with L. & T. and L.

Frank A. Cuddihy, formerly with the Kling-Gibson Company, Chicago advertising agency, has joined the Chicago office of Lord & Thomas and Logan, Inc.

H. L. Steiner with Silberstein

Herbert L. Steiner, for many years with the General Outdoor Advertising Company, New York, has joined Alfred J. Silberstein, Inc., advertising agency of that city, as an account executive.

S. J. Hamilton, Vice-President, Lennen & Mitchell

Sidney J. Hamilton, formerly vice-president of the General Outdoor Advertising Company, has joined Lennen & Mitchell, Inc., New York advertising agency, as vice-president. He started his advertising career with the New York *Evening Post* in 1910 and, soon after, became a solicitor for outdoor advertising. He was one of the organizers, in 1916, of the Poster Advertising Company, which later merged with the General Outdoor Advertising Company, of which he became vice-president in 1925.

Mr. Hamilton has handled uninterruptedly the outdoor advertising of the P. Lorillard Company for the last twenty years, having secured this account soon after he started his career as an advertising man. In his new capacity as vice-president of Lennen & Mitchell, he will have complete charge of all outdoor advertising.

Indian Motorcycle Advances W. S. Bouton

W. Stanley Bouton, who has been with the Indian Motorcycle Company, Springfield, Mass., since 1919, has been made assistant sales manager of that company. He will act as direct assistant to James A. Wright, director of sales.

A. W. Stockdale, Advertising Manager, "Needlecraft"

Arthur W. Stockdale has been appointed advertising manager of *Needlecraft Magazine*, New York, to succeed the late Charles W. Corbett. Mr. Stockdale was recently associated with *The Parents' Magazine*.

Advanced by Fuller & Smith & Ross

William H. Kite, formerly engaged in administrative work with the Cleveland office of Fuller & Smith & Ross, Inc., advertising agency, has been advanced to art production manager of that company.

H. S. Bishop, Advertising Director, Pierce-Arrow

Harry S. Bishop, formerly with MacManus, Inc., Detroit advertising agency, has been appointed director of advertising of The Pierce-Arrow Motor Car Company, Buffalo, N. Y.

Has Nettleton Shoe Account

The A. E. Nettleton Company, Syracuse, N. Y., manufacturer of men's shoes, has appointed Barlow, Feeley & Richmond, Inc., advertising agency of that city, to direct its advertising account.

Thorough Trading Area Coverage Through One Newspaper!

Employment Gains in Milwaukee

MILWAUKEE industries have shown gains in the number of wage earners employed, gains in aggregate weekly payrolls and gains in average per capita weekly earnings for three consecutive months, according to reports of the Wisconsin Industrial Commission.

Payrolls increased 7% in February as compared to January, 5% in March as compared to February and another 3% in April over March. This well balanced metropolitan market always enjoys better than average employment conditions, slips slowly in times of depression and is one of the first to recover.

The Milwaukee-Wisconsin market is worthy of aggressive sales efforts today—and it can be sold *thoroughly* at one low advertising cost with an adequate schedule in The Journal.

THE MILWAUKEE JOURNAL

W FIRST BY MERIT W

Run-of-Paper Color Advertising Available Daily and Sunday

This Record System of Machine Sales Helps Profits

It Aids Both the Sales and Engineering Departments to Use Past Sales in Advertising New Business

By H. B. Nielsen

Of the Gardner Machine Company

FOR some time, our organization had felt the need of a simple, accurate, and readily accessible record of the performance of every machine which we sold.

Like any manufacturer, we have always maintained records of sales which were complete and fully satisfactory purely as a record that a sale of a certain tool had been made on a specified date to a designated company. When, however, we had occasion to refer to the *actual performance* of that particular machine—if, for some special reason, we wanted to refresh our memories with respect to the job for which it was sold—we were forced to search through files of correspondence until the desired sheaf of documents was located.

There was nothing radically wrong with the old system, except that too much time was often wasted in unearthing the desired data. Furthermore, when we wanted to locate detailed data on a particular type of machine perhaps three years after the sale, and found ourselves unable to recall the name of the purchaser, we were indeed in difficulty. It proved especially annoying because our general correspondence is filed alphabetically by customer's name.

Since we build a great many semi-special and special grinders, the sales and engineering departments often desire to refer to past transactions in just such a manner. Therefore, we devised the handy card record shown in the accom-

panying illustration. The information it contains is detailed and gives a very clear picture of the work handled by the machine and of the operation of the tool itself.

Such a card is filled out immediately following the shipment of every grinder which leaves our

MACHINE SALES AND PERFORMANCE RECORD	
Machine No. 10 Tile Grinder	Date Shipped 11/11/30
Customer's Name California Art Tile Co.	
City Richmond,	State Calif.
OPERATION:	
1. Name of part ground. Shaped floor and wall tile, 4" x 4"	
2. Material. Stoneware tile.	
3. Approximate area ground. 1/2" thick edges of stone also tile.	
4. Approximate work consumed. 3/8" over all.	
5. Accuracy requirements. clean up 4 edges and hold square within .004" and within same limits for re-forming.	
6. Production estimated. 750 pieces per hour.	
EQUIPMENT:	
1. Type of fixture or work table. Standard tile grinding fixture, mounted on top of standard hand-operated cutting attachment. Six tile ground at one setting; a shear cut to head.	
2. How operated (a) manually. yes	
(b) semi-automatically.	
(c) automatically.	
3. Machine driven by (a) belt	
(b) motor. 2 - 3 h p - 220 volt 3 phase 60 cycle	
4. Fixture driven by (a) belt	
(b) motor. 3 h p - volt - phase - cycle	
5. Type of grinding medium recommended. 4645 Grade 36. Deep-forged 9.1.4. Stone.	
For wet grinding. yes For dry grinding. yes	
GENERAL OPERATING DESCRIPTION: (omit in case of hand-operated equipment)	

factory. A clerk goes through the folder of correspondence pertaining to the deal in question, and, when possible, culls from our formal sales proposal, or from sales and engineering department letters, the details specified by the card. In many cases, he must consult the engineer who handled the proposition. The point is, that while the deal is still fresh in the minds of all who were concerned with it, the data are assembled and a permanent record made.

Often, particularly in the case of a standard-type of hand-operated grinder (the most common of all which we build), no details of an

Iowa is
a much better
than average
market!

Wealth

The per capita wealth of Iowa is \$4,617—55% more than the national average.

Education

992 out of every 1,000 Iowans can read or write. Illiterates are scarcer here than in any other state.

Motor Cars

There are 10 motor cars in Iowa for every 33 men, women and children. The national average is 10 cars to each 53 persons.

Paved Highways

Iowa is now the 6th state in miles of paved roads. Motor car travel in Iowa increased 18% in 1930.

Two out of three families in the central two-thirds of Iowa regularly read

The Des Moines Register and Tribune

Daily circulation exceeds—245,000

Only 3 papers west of the Mississippi offer as low a milline rate

engineering nature are disclosed by the correspondence. Perhaps one of our salesmen has taken the order outright, no special engineering being necessary because of the relative simplicity of the work to be performed; possibly a dealer secured it on a similar basis.

In these cases, a letter is at once directed to the salesman into whose territory the equipment goes, accompanied by a blank Performance Record card. He is asked to fill in all the data for us, and we have yet to fail in an attempt to obtain the information in this manner, because each of the men appreciates that he may, at some time, want to refer to just such material.

While the compilation and recording of these engineering details is, of course, the main purpose of our system, we have carried the thing along a bit farther. Small cards referring to each installation are filed by date in a special "tickler" file, and are brought up ninety days after shipment. At that time, the following letter is written the customer, always addressed to the attention of the particular official with whom most of the earlier correspondence has been exchanged:

On May 10 we shipped you a No. 14 Double Spindle Gardner Grinder, which we understand is being used to grind bronze thrust washers.

Our interest in the performance of your machine does not end with its installation. We endeavor to maintain in our files, a definite record of how satisfactorily each Gardner Grinder is functioning in the field, and our customers are invariably willing to aid us by telling us how their machine is performing.

Will you kindly drop us a line, giving your opinion of your No. 14 machine, with any detailed facts or figures which you feel inclined to supply?

A self-addressed, stamped envelope is enclosed for your convenience—and you may be sure we shall greatly appreciate your cooperation.

This letter is signed as emanating from our Statistical Department. We feel that through this follow-up we accomplish two things: first, a direct contact with a good customer, which is valuable because it convinces him that we are interested in him after he has purchased, and invariably creates a

friendly feeling; and second, a definite statement from him is secured, generally of a favorable nature, with respect to our product, which is often invaluable for use in our sales or advertising program.

To insure convenient reference to all of these valuable data, the large Performance Record cards (they measure 8½ inches by 11 inches) are filed by machine number, and are cross-indexed on three-by-five-inch cards filed by customer's name. Each card bears an individual number, prefixed by the number of the machine which it covers. By means of this simple cross-index, we are able readily to locate data on any job.

Here is an example of the convenience of the system. Our sales manager is about to reply to an inquiry, for, we shall say, a No. 84 Double Spindle Grinder to grind the parallel sides of automobile connecting rods. He recalls that a year or more ago we sold an identical tool to the Jones Manufacturing Company. He turns to our three-by-five card record, filed by customer's name, and from it learns the individual number of the card containing the full engineering details (84-32, let us say). In a moment he has located card 84-32, has the complete history of the Jones job before him, and attacks the task of replying to the new inquiry with the confidence born of complete familiarity with a similar problem as outlined by the facts so quickly and reliably placed at his disposal.

Suppose the engineering department is at work on a proposal covering a No. 96 Surface Grinder to handle gear cases. The chief engineer bethinks himself of a similar job which went through in 1929, but he can't recall the name of the purchaser. He goes to our Performance Record file, runs through all of the No. 96 cards, spots the one he wants in perhaps a bit longer time than it took the sales manager with his better memory of past sales deals, but still in a very short period, and has an engineering picture before him which may well save him considerable time and effort in laying out his new proposition.

July 2, 1931

FIFTH MARKET OF THE NATION

Thar's Gold in Them Florida Hills!

OUT in the red clay hills of West Florida, population spreads over a broad area. But from industry and agriculture Population Area No. 3 yields more than \$17,000,000 a year to the wealth of the state, and to the purchasing power of its citizenry.

Many a thriving town dots the region, populated by almost 10,000 families. Every morning they read in "Florida's Foremost Newspaper" the same news, the same advertising, as those subscribers in the immediate market.

And The Florida Times-Union each day accomplishes a mental unity among these 43,986 families, with a circulation of 37,560.

The Florida Times-Union
JACKSONVILLE, FLA.

A. B. C. March 31, 1931 — 52,219 daily; 60,365 Sunday



Represented Nationally by
REYNOLDS-FITZGERALD, Inc.
New York Chicago Philadelphia
Los Angeles San Francisco

No. 5 of a Series

Building a \$1,000,000 Grocery Business in One Year.. in One Medium



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A year ago not a single customer. Today a business approaching one million dollars annually. Advertising in just one medium . . . The Chicago Daily News.

That is the record of Younker's, quality food shop, serving Chicago's class trade.

It involved a change of policy. The management of Younker's formerly operated another store of similar type and for years advertised in a morning newspaper. From the beginning the new store has advertised in The Daily News—and exclusively for the past ten and one-half months. The first mentioned store, too, has transferred the bulk of its advertising to The Daily News.

This is in line with the practice of Chicago food stores, both chain and independent, who place nearly 50% of their total advertising in The Daily News alone . . . a definite recommendation to the general advertiser.

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER



Who spent that ?

\$50,000 IN 60 DAYS

From an Oklahoma hamlet of 1,256 people comes news.

"Business conditions improving. Have sold around \$50,000 worth of farm implements in the past 60 days."

Another small town dealer says: "Business conditions better. Sales showing some improvement."

With this going on, better check your sales down here. Maybe they could be helped by advertising to the 200,747 readers of the Oklahoma Farmer-Stockman.

THE OKLAHOMA
FARMER-STOCKMAN
 OKLAHOMA CITY OKLAHOMA

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Making Trade Conventions Worth Their Cost

Trade Associations Are Getting Down to Work and Conventions Must Produce Tangible Results

By C. B. Larrabee

[EDITORIAL NOTE: Business is facing that critical time when the depression curve begins to creep out of the valley. At this crucial stage, industry and the Government are both looking to the trade association to help solve some of the basic problems that face business today.

Because the trade association occupies this key position at the present moment, C. B. Larrabee, associate editor of PRINTERS' INK, has been looking into the trade association movement from the viewpoint of 1931 and with a look ahead to 1935. He has interviewed, personally and by mail, several hundred association executives. The survey has been conducted entirely without bias.

His first article—in the issue of May 14—was entitled: "This Year's Challenge to Trade Associations." His second report: "Why Trade Associations Fail," appeared in the issue of June 25. The following article is the third in this group of up-to-the-minute analyses.]

* * *

SHORTER programs, fewer meeting days, fewer speakers, fewer speakers from outside the trade, more round-table discussions, less play, occasional closed sessions; these are some of the reforms which will be introduced in the conventions of leading associations.

Some of these reforms are undoubtedly due to the times. There is a new spirit dawning among trade associations, a spirit which demands more work in shorter time and less play. On the other hand, it was inevitable that changes must take place, regardless of business conditions, because in many industries association conventions have leveled to degenerate (indeed, in many cases have degenerated) into time-wasting, valueless get-togethers.

Association members this fall are going to demand, more than ever before, value received for the time and money spent on association conventions. Time and money-wasting conventions will not be eliminated. That is too Utopian a hope. There is no doubt, however, in the mind of anyone who has talked with association executives, that there is a definite trend toward making conventions more practical and more valuable to their members.

The first subject which is being discussed by association executives centers around the question, "How long should a convention be?"

For several reasons, three days has been considered by many to be the ideal length for a convention. Associations have felt that four or five days of sessions mean tired delegates who go home with the firm resolution that they will never waste so much time again. On the other hand, one day would seem to be so short that it would hardly be worth while for a delegate to travel any distance to attend.

The current trend of thought would seem to be that the length of a convention should be governed not by tradition, but by how much time is needed to cover a definite program. A few years ago a one-day convention would have seemed to have been out of the question, but it is now a policy with several associations to confine their conventions to what can be done in a few hours.

The National Association of Hosiery and Underwear Manufacturers, according to L. N. Keefe, acting secretary, has made it a policy for a number of years to cut down on its convention programs. He says: "Our meeting has been confined to a single session not lasting more than one and one-half to two hours." Allen W. Williams,

secretary, National Association of Manufacturers of Heating and Cooking Appliances, writes that his association, for the last two years, has cut its meetings from two days to one.

Two-day conventions are much more common than they formerly were and a number of associations which used to extend their conventions over four or five days or even a week, are cutting down to the traditional three-day idea.

Of course, the length of time occupied by a convention must depend upon the circumstances. Large associations, with many departments, will require fairly extended conventions since it is necessary to hold departmentals and also to have a certain number of sessions at which all the delegates meet to talk over common problems. Smaller associations, however, can easily cover the necessary work in two days if they are willing to concentrate their efforts and cut out the entertainment.

With the tendency among certain associations to put more and more work upon the shoulders of officers and committees, giving them continually more power, the necessity of long sessions is waning. If the membership has confidence in its executives, little time need be wasted at conventions discussing broad policies and taking action which may very well be taken by the executives during the year.

The next question which is agitating association executives is: "Shall we have one theme or a number of themes running through our sessions?"

Such a large association as the National Canners Association believes that the convention should be built on a single theme which should be a live one and which should be featured in practically every session. On the other hand, the National Knitted Outerwear Association, according to Ellery B. Gordon, believes that the convention should have more than one theme, since the association always has three or four distinct problems.

It is, of course, very difficult to lay down a law which is applicable to all associations. Also, there is a difference of interpretation of the

word "theme." However, there are many indications that the most successful conventions of the past year have been those which have centered their discussions around one, or at the most, two themes, fairly closely related.

A third question which associations have had to consider seriously is: "How shall we arrange our programs?"

The old type convention which was all speeches and nothing else has almost passed out of the picture. However, there are still plenty of conventions that are made up almost entirely of speeches. Most association members feel that this type of convention smacks too much of the lecture course. Delegates are expected to sit about docilely to hear dicta handed down from experts without any possibility of their objecting or asking the experts questions. Probably there will be plenty of these lectures course conventions this fall but they will not be anywhere near so effective as those conventions which give more time to round-table discussions.

The prime purpose of the convention should be to get together a number of persons in the same industry, or in the same general line of work, so that they may meet on a common ground and discuss their problems. How they can do this if there are not round-table conferences is impossible to see. Of course, a great deal has been written about the value of the informal discussions among members after meetings but, after all, the best kind of discussion is that which is directed and which represents all sides of a given subject. Two or three or even a dozen delegates in a hotel room cannot give the same kind of attention to a subject that should be given and is given when a dozen or more meet about a round-table and talk under the direction of a chairman.

The departmental idea grew up because delegates recognized the need of directed discussions and those large associations which have tried out departmentals would not do away with them for any possible substitute.

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it is possible to note an increasing tendency to have at least one session secret, that is, closed to all but members of the association. Members of the Associated Grocery Manufacturers of America are almost unanimous in their belief that the annual closed session is one of the most valuable phases of the work of their association.

Frank E. Gorrell, secretary and treasurer, National Canners Association, says: "One of the most attractive features of our convention is the afternoon sessions for informal conferences which we hold on Tuesday, Wednesday and Thursday. These are generally crowded to the limits of the meeting-rooms. The reason, we feel, that these conferences are so popular is because they are thoroughly informal and are not reported." It would be hard to get anyone to make an impromptu talk unless he happened to be a trained speaker if he felt that every word he said was being taken down for publication."

H. W. Cole, secretary, Insecticide & Disinfectant Manufacturers Association, says: "All of the sessions of our recent convention were closed to the public, not that anything of a secret nature was discussed, but merely for the psychological effect it had on the members. They came to the meeting with the thought of getting first-hand information which might not subsequently be published."

The experience of these associations should be a guide to others because there is little question that closed sessions do bring out a certain frankness and interest that sometimes cannot be created when proceedings are being reported.

There is a great difference of opinion among associations concerning the question of how speakers should be chosen. Certain associations believe that outside speakers with a national reputation have real value. They feel that if one industry has done a particularly good job in solving a certain problem that is similar to a problem in their own industry, one of the men who has been engaged in the work should be allowed to tell how it was accomplished so that other associations can benefit. They

also feel that the convention addressed only by speakers from a single industry will be too narrow in its scope, that all industries in the final analysis are interdependent and that only by introducing speakers from outside the industry can the convention give members a picture of business as a whole.

I have looked over the programs of a number of associations and find that the majority of them do have a certain number of outside speakers. On the other hand, talks that I have had with association secretaries show that there is a general feeling that too much lecturing by people outside the industry is not of great value.

Discouraging Discussion

The use of too many speakers from outside the industry has one very great disadvantage: that is, it discourages discussion by association members. Executives who may be very hard-boiled in their own offices will blush and stammer and wander about the point when they are talking before nationally known speakers. In fact, speakers who are so well known that their names are household words often serve to eliminate discussions, although many members might be interested in asking questions.

We must not, however, minimize the value of the outside speaker. Members of the Department of Commerce frequently have real messages to deliver to industry. They are experienced speakers and usually are quite willing to answer questions. I have already mentioned the value of hearing from speakers who can tell how one industry has solved a problem which has not been solved by another.

Both the Associated Grocery Manufacturers of America and the National Canners Association have made it a practice to have outside speakers at one session. These speakers usually represent various organizations which have a customer or seller relationship with these associations.

However, in spite of the good that can come from outside speakers, the most valuable speeches, as a rule, will be made by members

of the association itself, or of closely allied associations. This statement, of course, is contingent upon the ability of the association to pick the right speakers. There may be certain outstanding figures in an industry who are total losses when it comes to making a speech because of their faulty delivery. There also may be members who become dogmatic and dictatorial once they get the floor and thus they arouse considerable antagonism among their fellow association members. As a rule, however, the association can find good speakers among its own members, speakers who are willing to be frank in their discussions of problems and who really have something to offer to their fellows.

The most valuable service which can be performed by an association convention is in its stimulation of discussion. This necessitates a good chairman who knows his audience and who can inspire questions and answers. If possible, this chairman should have copies of speeches at least several days ahead of their delivery so that he can lay out his plans and inspire the kind of questions which will be to the point and will be of the most value to the members.

This brings us back to the round-table conference idea where, theoretically at least, men meet to discuss common problems frankly. Some associations do not have successful round-table conferences because members do not have confidence in each other. Such associations are doomed to failure, or at least to an existence which is of little value. On the other hand, anyone who has ever attended the closed sessions of several of the better associations knows how frank are the discussions and how willing members are to talk freely and openly. In fact, many of the round-table conferences, which are open to outsiders, have been characterized during the last few years by their frankness.

One way to stifle a convention is by the handling of committee reports. For this reason, it is possible to note a very definite tendency away from lengthy reports delivered orally. More and more

associations are demanding that the committee reports shall be prepared in advance, printed or processed, and given to members either several days before the convention opens or at least distributed on the morning of the opening session. This gives the members plenty of time to digest the reports and to be prepared for questions when these reports come up for discussion. The result is that the discussion is intelligent, to the point, and no time is wasted listening to long-winded reports read by speakers who have little ability as orators.

Reuel W. Elton, assistant general manager, National Paint, Oil & Varnish Association, Inc., writes: "In our conventions we have discontinued the practice of presenting oral committee reports, except where the work of the committee is of such note that a discussion at the convention may be of real value. All reports are printed and made available for distribution to those interested."

Of course, there are occasions when reports should be presented orally. Sometimes association executives recommend courses of action which are radically different from anything that has been done before. Such reports, presented in printed form, may not have the appeal that is possible when they are presented by a speaker who has considerable magnetism.

George S. Eaton, secretary-treasurer, American Face Brick Association, says: "We are fortunate in having men on our committees who are able to report what has been done in an interesting way, and one of the most valuable sessions of the convention is largely devoted to reports on committee work and on other activities of the association. It is surprising how much interest is taken in such reports when they are broken up into short, rather informal statements by a number of men."

This association's experience is probably the exception rather than the rule. Some of the best committee chairmen are not good speakers. If reports of such committees must be rendered orally, the talking should be left to a

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New

1. 2,000,000 Consumers
2. 91.8% Native Born White
3. 97.8% Literate
4. High Standards of Living
5. Unexcelled Transportation
6. Diversified Industry and Agriculture
7. Indianapolis—the Economic Nerve-Center
8. A Unified, Compact Market
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- 10.

No. 8 of ten reasons why the Indianapolis Radius offers uncommonly advantageous sales opportunities.

A Unified, Compact Market

Four important factors combine to make the Indianapolis Radius a unified market of great compactness.

First, its 92 per cent native born white population . . . highest percentage of any state in the Union. Second, its very low illiteracy rate . . . 1.7 per cent. The Indianapolis Radius imposes no differences of race and language to impair the effectiveness and increase the cost of advertising and selling. Its consumers have common customs and mutual interests.

Third, its exceptional transportation facilities . . . making retail outlets easily accessible and speeding the flow of advertised merchandise. Fourth, the 36-year lineage leadership of The News . . . with its habitual advertising readership and long established acceptance as the family buying guide.



Member of the 100,000 Group of American Cities

THE
INDIANAPOLIS NEWS
1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

DON U. BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.

BALTIMORE Builds

ANOTHER municipal improvement for Baltimore is getting well under way.

To carry filtered water from Lake Montebello to Druid Hill Lake, a reinforced concrete cylindrical tunnel is being built across city at a cost upwards of \$1,100,000. This tunnel, of 7-foot pipe, will be nearly 3 miles long.

Just one of the items in Baltimore's \$37,000,000 public improvement program for 1931. And, as most advertisers already know, Baltimoreans are most readily reached through regular use of The Sunpapers.

for May:
Daily (M. & E.)
2 9 5 , 6 3 9

New York—*John B. Woodward, Inc.*
Chicago—*Guy S. Osborn, Inc.*
Detroit—*Joseph R. Scolaro*
Atlanta—*A. D. Grant*
San Francisco—*C. Geo. Krogness*

THE
MORNING

July 2, 1931.

PRINTERS' INK

23

s Million Dollar Water Tunnel



EVENING

SUN

SUNDAY

Detroit Is Center of Greatest Mid West MARKET



Within 250-Mile Radius of Detroit Are 22 Million People

Detroit, according to 1930 United States census figures, has more people within a 250 mile radius than either Cleveland or Chicago, the figures for Cleveland being 19,000,000 and for Chicago 18,250,000. Moreover in cost of materials purchased by these three cities Detroit's supremacy is even more astounding. Detroit area industrial plants purchased nearly 12 billion dollars' worth of materials; Cleveland slightly over nine billions and Chicago eight and three-quarter billions in 1929.

These tremendous figures picture in some measure the greatness of the Detroit market. It is well worth capturing, but it can not be done by halfway measures. Intensive selling of the

immediate Detroit market, which is America's fourth largest, can be accomplished by concentrating in the one advertising medium that reaches so large a proportion of the worthwhile Detroit homes. The Detroit News, for 57 years the home newspaper in Detroit, reaches homes in the city proper and adequately covers the concentrated population focus.

Through The Detroit News, moreover, you can influence all the Detroit retail outlets, for this newspaper, carrying more advertising than all other Detroit papers combined, is the best read trade paper of Detroit's merchants and sellers. Employ The News for economical single rate selling of America's fourth largest market. You'll profit by it.

The Detroit News

New York,
I. A. KLEIN, Inc.

THE HOME NEWSPAPER

Chicago
J. E. LUTZ

Member 100,000 Group of American Cities

member of the committee who does have the ability to talk interestingly and persuasively.

Convention speeches will be shorter this fall; that is, if it is within the power of association executives to make speeches live up to rules. The long-winded convention speaker more than once has ruined the value of the entire convention.

Many associations which formerly allowed as much as an hour for talks are definitely cutting down the time to half an hour or even less, depending upon the message of the speaker. They are controlling this time by asking speakers to present their speeches in written form in advance and by tactfully suggesting cuts whenever cuts are necessary.

The program of the twentieth annual meeting of the American Drug Manufacturers Association has an interesting device. On each page devoted to general sessions opposite each report is a column headed "time allowance in minutes." This time allowance is applied not only to the reports and speeches but also to the discussions. It is interesting to note that even the president, himself, is limited to twenty minutes, while speakers at the second general session, dealing with sales problems, are none of them allowed more than fifteen minutes.

We now come to the final vexing question: "What shall we do for entertainment?" Most associations are going to answer that question this fall in two words, "very little." The idea that all work and no play makes Jack a dull boy is all right in its place but it is also true that too much play makes Jack a very sleepy delegate the morning after.

Some associations are getting along very well without any entertainment whatever. Most of them believe that a little entertainment of some kind is necessary, particularly for the wives of members and for other guests. Outside functions, which are not too elaborately planned or too costly, do have a value in breaking down the barriers of ice which frequently are erected between members who are not too well acquainted.

This is, let me emphasize, a vexing question and one that can be settled by each association only as it looks at its own problem. There are still a few associations who make every effort to hold their conventions some place near the Canadian border, but these are getting fewer in number each year.

That the location of the convention is not a deciding factor is true. There are certain associations which can hold totally worthless conventions in Atlantic City or other resorts, while other associations make it a practice to go to such resorts and, at the same time, have productive and valuable conventions. The question of entertainment depends entirely upon the executives of the association. If they are respected by their members and know their business, they can make a proper mixture of entertainment and business and see that both phases of the convention are run smoothly and successfully.

"Pictorial Review" Appoints J. R. Rutherford

John R. Rutherford has joined the staff of The Pictorial Review Company, publisher of *Pictorial Review*, and will make his headquarters at Chicago. Effective September 25, he will become Western manager of *Pictorial Review*, Paul Block and Associates continuing as advertising representatives of that publication until that date. Mr. Rutherford has been with Paul Block and previously had been with the Butterick Publishing Company.

Wrigley to Start Campaign in Newspapers

The William Wrigley, Jr., Company, Wrigley's chewing gums, will begin an advertising campaign in newspapers in Illinois and California the week of July 6. The campaign, which will continue during the rest of the present year, will use good-sized copy and will appear, in the main, in cities of 25,000 population and over. The advertising is handled by the Chicago office of the J. Walter Thompson Company, Inc.

J. B. Gardner with Pepsodent

J. Baxter Gardner, formerly with Don Watts-Advertising, Inc., Tulsa, Okla., advertising agency, as vice-president and account executive, has joined the advertising department of The Pepsodent Company, Chicago. Before joining the Don Watts agency he was with the Rogers-Gano Advertising Agency, also of Tulsa.

B. G. Creaker, also formerly with the Rogers-Gano agency, succeeds Mr. Gardner at the Don Watts agency.

When Ideas Fail—Institutional Copy

Aesop Glim Calls Institutional Advertising the Bunk—A Way Out for Sleepy Writers

By Aesop Glim

INSTITUTIONAL copy is most often the mark of a lazy copy writer—a writer too lazy to dig out the facts regarding the merchandise—perhaps too tired to think up a new approach.

The consumer buys the product and *not* the institution.

The buying public must and can only be primarily concerned with *what it gets for its money*.

Institutional advertising represents an indirect approach. In less polite parlance, it's going the long way around. If you advertise in order to increase your sales, institutional copy represents your slowest route—the longest pull.

* * *

At intervals over the past year, Old Aesop Glim has apparently made quite a number of just such slurring remarks about the Sacred Cow known as Institutional Advertising. Invariably, the keepers of the Sacred Cow raise their voices in protest. And invariably a few people cheer.

This year (1931) an increasing number of advertisers are taking their advertising seriously—demanding more results—and less beauty for the sake of beauty. This year (1931) there is less Institutional Advertising than in any year since Institutional Advertising first got itself produced.

Going Socratic for a moment, I pause to inquire: "If Institutional Advertising is wrong in a depression year, can it ever be right in a good year?"

Let's establish some ground rules. I have a definition of Institutional Copy from a champion thereof.

"Any copy that does not aggressively merchandise a specific product and, instead, lends itself to the all-important source of supply—the background of experience, training and skill upon which pro-

duction is based—is Institutional Copy."

That definition suits me—and it takes in plenty of territory.

How do you like it?

That definition forces me to champion *exclusively* that copy which aggressively merchandises a specific product (or service). *De-lighted!*

My opponent has more than a definition to offer. He goes on to say: "Institutional Advertising, when fed with good sense and given an honest hearing, is a giant that draws its strength from the well of production, personalizing the goods to be moved and fostering conviction in the minds of its readers. Amid the dull roar of competitive merchandising copy, it is good to read a message of honest production *per se*."

"Institutional Advertising opens for the public the door to the re-discovery of truths and facts and fancies which have been subordinated by the fret of living. It sends forth a call to the inner man—the thinker, the believer, the seeker—to claim for his own a belief in the truths of which it speaks. It arouses the never-dying spirit of Diogenes."

"Institutional Advertising, such as I propose, gives rise to no argument, shoulders no chips, speaks not in a loud voice. It tells the story of things men have always believed, and of things men like to feel they believe. It points the way with a carefully dropped hint and invites its readers to seize upon the facts as contingent with their faiths. And by doing these things it subtly encourages men to remember that they are bigger men for their convictions."

* * *

"Amid the dull roar of competitive merchandising copy," Institu-



The Bride Goes Shopping

When the bride goes shopping cash registers sing a merry tune. For a June bride in July isn't holding out anything in case of rain in August. She'll learn in time, but until she does she's the cream in the advertiser's coffee. When she says: "Oh, yes, we buy the best!" she isn't kidding — not yet

And how does she decide what's best? Well no one reads advertising more thoroughly. That's why it's so profitable to keep your product constantly in evidence in the Chicago Evening American—it not only has by far the largest evening circulation in Chicago, but it is editorially constructed to get and hold youth's interest.

CHICAGO EVENING AMERICAN

a good newspaper now in its ELEVENTH YEAR of
circulation leadership in Chicago's evening field.



National Representatives: RODNEY E. BOONE ORGANIZATION



tional Advertising proposes to speak "not in a loud voice" and thereupon to be "given an honest hearing."

I'm all for a change of pace. Being different always attracts attention and, if the difference is in your favor, you ought to win. But if the King Pin of Advertising, himself, wrote your copy (to the above specifications) he couldn't possibly guarantee you an honest hearing. And he wouldn't!

Marriage is an institution. But you get yourself married to one quite specific person—for equally specific reasons such as Love, Money or Social Position. I can't go into all the Reason Why copy which bears on this case. John Alden tried the use of marital institutional copy on Priscilla—and you know her answer: Speak for yourself.

It is highly desirable that an institution have Prestige and Dignity. It is highly desirable that the buying public have respect and even affection for the organization back of the merchandise.

In the field of automobiles, Packard enjoys Prestige. What writer of automobile copy has not writhed and twisted in his desire to "inject that element" into his copy?

In the grocery field, Campbell enjoys Prestige—even affection. But did you ever see a Campbell advertisement that didn't merchandise aggressively?

As an opponent of Institutional Copy, I claim that you cannot effectively claim abstract virtues—whether you speak in a loud voice or in a whisper.

As a champion of aggressive merchandising copy, I claim that all the desirable institutional values follow the delivery and performance of the goods themselves. Packard's desirable position was attained through the delivery of motor cars—which stood up and performed and were worth the money. Campbell's desirable position was attained through the delivery of cans of soup—which nourished and pleased the appetite and were worth the money.

The most important element in automobile advertising is the old word-of-mouth advertising—hav-

ing your car recognized and favorably commented upon, when two people are together on the street. And that kind of recognition doesn't come out of telling the public that your workmen are "just one happy family." It comes out of Jim telling John that Bill says he gets eighty-two miles to the hour or to the gallon, as the case may be.

That mileage was built into the car by high standards and maybe ideals. But the car's performance—the proof of the pudding—built the institutional value, the prestige which no shouting of ideals and virtues can ever build.

Almost invariably, when I get on my aggressive-merchandising high horse, someone brings up the advertising of the telephone company. What should they advertise?

Two types of telephone advertising come to my mind. One shows the heroic linesman out in the snowstorm repairing broken-down wires. The other shows a dozen spots in the home where a telephone extension would save time and energy.

The first operator who gives you the wrong number will undo all the undying Diogenes spirit which the heroic linesman may have built. (And incidentally, why remind the public that wires do break down?)

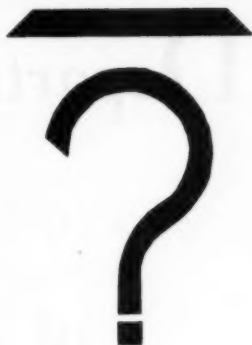
But the saving of time and energy which result from telephone extensions when and where you want them—those can be delivered—and enjoyed. The urge to do something is in that copy—and the money's worth will be delivered by the new extensions.

Old Aesop Glim accepts the heavy onus of favoring only that copy which aggressively merchandises a specific product or service. And with malice toward none, he favors for champions of institutional advertising, institutions—charitable institutions.

Head Chicago Office of Arnold Research

The Chicago office of the Arnold Research Service, New York, is now under the direction of W. E. Winans and H. F. Wiley. Mr. Winans and Mr. Wiley have been associated in marketing and sales analysis work.

IS THERE A STORY IN YOUR BUSINESS



DO you know that there is a way of telling a story of fascinating interest about your product? Something more than an institutional book. A story that will be read and re-read many times over in those families whose interest you so much desire to reach?

True, such work does require the most unusual form of creative ability,—and that is what we offer to you.

Write or telephone
us for samples and
further details

CHARLES FRANCIS ■ PRESS

461
Eighth Avenue
New York

PRINTING CRAFTS BUILDING

Department Stores

"HARD-

of Newspaper

IF a department store advertises a special sale in hand bags or backgammon sets, the store's executives know *within twenty-four hours* whether or not their message has taken effect.

From constant experience, and careful



The

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es are
D- **BOILED**" buyers
er Space . . .

checking of results, they know very accurately just what to expect from each advertising medium they use.

IN BOSTON department-store space buyers placed in the Sunday Globe (the paper with the highest rate) almost as many lines of advertising as they did in all the other Boston Sunday papers *combined!*

And the careful surveys of the AAAA show that the Daily Globe is *at least* the equal of the Sunday edition in pulling power.

Concentrate your Boston advertising in the medium that has *proved* its advertising effectiveness when subjected to the most exacting of comparative tests . . .

. . .

A careful study of a few copies of the Globe will show you how this paper is edited to give the advertiser the most effective display of his message. Boston Globe readers want to read interesting advertising news as well as general news. We'll gladly send you a few copies. Address Box 189, Boston, Mass.

e **Boston Globe**

THERE is a definite relation between the kind of newspapers families read and the incomes they earn.



THE most progressive and prosperous families quite naturally prefer a constructive, accurate newspaper. In Detroit they like the Free Press. It presents all the news of the day as they want it presented. It does not appeal to the sensation-seeking element.



WHEN we break up the general market of the Detroit area into its compo-

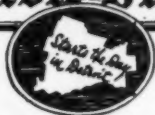
nent markets, according to income classifications, we find that the above-average-income families do most of the buying . . . and that a dollar invested in this newspaper will contact more of their spending money than it will in any other Detroit newspaper.



YOU can have the facts if you want them.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

A Jobber's Views of Manufacturers' Contests for Jobbers' Salesmen

As Gleaned by W. B. Edwards During Conversations with

H. E. Masback

Vice-President, Masback Hardware Company

THERE is an inevitable conflict between manufacturer and jobber based on a fundamental difference of viewpoint. To the manufacturer, his specialty, or his line, is of supreme importance. To the jobber, any one specialty or line is simply one out of ten, twenty or forty thousand items that he distributes. Trying to reconcile those two viewpoints is undoubtedly the basic cause of most of the misunderstandings that crop up between manufacturer and wholesale distributor.

In few phases of manufacturer-jobber relations is this difference of attitude more noticeable than in connection with contests conducted by manufacturers for jobbers' salesmen. In the hardware business, any number of manufacturers are suddenly inspired with the thought: "Let's conduct a contest among our jobbers' salesmen. That will get them to concentrate on our line and since the jobber, himself, will benefit by the increased sales, he will have no objections."

But here, as in so many other phases of manufacturer-jobber relations, the manufacturer is inclined to forget that his line is but one of many and the wholesaler is perhaps inclined to underestimate the importance of any one line in relation to his total sales. As a result, the contest, as planned by the manufacturer, usually involves—as the jobber sees it—too much specialized effort by the wholesale salesmen.

The wholesaler, to mention a specific instance, can see no sound economic reason why he should permit his salesmen to enter a special sales contest conducted by a manufacturer of screw-drivers, when screw-drivers represent only a tiny percentage of his total sales. Even if the screw-driver maker's

contest involved nothing other than a special sales effort by the wholesale salesmen, the jobber would probably turn thumbs down.

But, unfortunately for the manufacturer, these contests also involve a certain amount of detail work, both by the wholesale salesmen and by the wholesaler's inside staff. Special reports have to be filled out. Special bookkeeping is necessary. A lot of correspondence between the salesmen and their headquarters and between the wholesaler and the manufacturer is called for. When all this detail is added to the lop-sided selling that results by inducing the wholesale salesmen to concentrate, it will immediately be realized that only a handful of the items handled by most wholesalers are logical subjects for these contests.

The Masback Hardware Company's line embraces 30,000 items. Perhaps no more than 100 items or lines, out of that total, could properly be considered candidates for contests for wholesale salesmen. Only that limited number of items rank sufficiently high in total sales and actual annual profit to the wholesaler, to warrant the time, thought and effort involved in any contest conducted by a manufacturer among jobbers' salesmen.

Having brought the discussion down to this small group of manufacturers, the next question is: How many contests is any one wholesaler likely to run in the course of a year? In the case of the Masback Hardware Company, nineteen contests sponsored by manufacturers were entered into during the last year. That may not represent the top limit, from the standpoint of physical and economic limitations, but it probably could not safely be exceeded by more than a very few more.

That means that twenty contests

are probably as many as any wholesaler would want to hook up with in the course of one year. If for no other reason, the number is limited by the fact that most of these contests run an average of one or two months and, after all, there are only twelve months in a year. Should the wholesaler run more than two or three contests at any one time, the very purpose of the contest—concentration on one line—is defeated.

Therefore, the number of manufacturers whose contests have any chance of meeting with the wholesaler's favor is thus further limited. And it is well to bear in mind that these figures are taken from the experiences of a large wholesaler. In the case of a small wholesaler, honest co-operation in sales contests would probably have to be still further restricted.

If, despite these limitations, the manufacturer still feels he wants to put on a contest for his wholesale salesmen, the next question is: What sort of contest is most likely to meet with the wholesaler's approbation and the approbation of his salesmen?

The answer to that question is going to vary, to a degree, in accordance with such facts as (1) the relation the manufacturer's line bears to the wholesaler's total sales and profits; (2) the importance of the manufacturer's name; (3) whether the line has "leader" possibilities; (4) the seasonal element; (5) the relative ease with which the line sells, and, finally, (6) how much the manufacturer feels he can afford to give in the way of prizes.

To discuss these in the order in which they have been mentioned:

1. Even among the chosen few there may be big variations insofar as relation to the jobber's total sales are concerned. Therefore, the nature of the contest will be determined, to a degree, by whether the manufacturer got into the select circle by the skin of his teeth or whether he came through with flags flying.

2. There are psychological, as well as more tangible reasons why a manufacturer's name will play a

part in determining the contest. From the psychological standpoint, the name Disston, to mention a random example, will make more of an impression upon the jobber's salesmen than some unknown name. Among the more tangible reasons for considering the importance of the manufacturer's name is the simple fact that a name like Disston isn't going to require so much extra inducement to get the jobber and his men to pitch in as an unknown is likely to find necessary.

3. If the line acts, to any important degree, as a "leader," this fact will most assuredly be taken into consideration by the astute manufacturer in planning the sales contest. He will frame the contest so that it will revolve around this "leader" element. By doing so, he will entrench himself with the wholesale management, because he will be helping the jobber to sell more than a single line, and his contest will fit more nearly into the customary selling tactics of the wholesale salesmen.

4. The seasonal aspects of the manufacturer's product or products are important. For one, the seasonal nature of the line will, of course, dictate when the contest should be held and for how long. Secondly, the same factor may shape the contest theme. A summer seller will call for a contest of one type; a winter seller a contest of another type.

5. The ease with which the line sells is tied up with such factors as the prominence of the manufacturer's name. It is reasonable to assume that a line like the O'Cedar line, which is just about concluding a successful contest, will call for a different type of contest than a line that does not move as readily.

6. When this matter of extra commission to jobbers' salesmen is reached, the heart of the subject is touched. In deciding the amount of the extra commission, the manufacturer must, of course, consider how much of his line the jobber's salesmen can sell. The commission must not be excessive—otherwise, the manufacturer is likely to give

Business is **GOOD** on the AMERICAN

RETAIL advertising is increasing in New York's most interesting newspaper.

During the two months of May and June, for example, the AMERICAN carried as much department store lineage as it carried in the twelve months of 1930.

Circulation is increasing. The AMERICAN has now swept up into second place in standard size morning circulation in city and suburbs.

Editorially, the AMERICAN is constantly more sparkling and brilliant. Its "page opposite editorial," under the editorship of Charles Hanson Towne, is adding to its already famous galaxy, writers like Rebecca West, F. Tennyson Jesse, Bruno Lessing, Jakob Wassermann, Michael Joseph; while G. K. Chesterton, Aldous Huxley and others are scheduled to appear soon.

Here is the happy circle of cause and effect: Interesting editorial content . . . increasing circulation . . . increasing advertising lineage.

All in all, business is *good* on the AMERICAN because it is making business *better* for its advertisers.

**New York
American**

Nationally Represented by PAUL BLOCK & ASSOCIATES

the jobber the idea that he—the jobber—has been over-paying for the merchandise. In other words, the jobber who sees his salesman being offered a special commission by a manufacturer in excess of, say, 10 per cent, is bound to wonder why the manufacturer can't afford to give him at least a part of that percentage regularly, in the form of an extra discount.

Also, it is essential that the manufacturer avoid the mistake of paying the extra contest commission on all purchases by each jobber who enters the contest during the period covered. The jobber, or rather the jobber's salesman through the jobber, is to be paid the commission on *sales*, not on *purchases*. Otherwise, he is getting a special differential that other jobbers are not receiving—and that is a sure way to kick up a fuss in the trade.

An important point to bear in mind, in this matter of prizes, has to do with the nature of the prize. In the field of contests conducted by a manufacturer among his own salesmen, there is room for a difference of opinion concerning the relative merits of merchandise or cash prizes. But in connection with contests conducted by manufacturers for jobbers' salesmen there is only one choice: *cash* prizes.

In the first place, if merchandise prizes are offered, especially on the usual basis of a limited number of prizes to those salesmen compiling the biggest sales records, the rank and file of salesmen will not compete. They have no chance of winning and they can't be led to believe otherwise.

In the second place, merchandise prizes usually involve a mass of extra detail on the part of the jobber—something he is absolutely opposed to. Handling some thousands of items involves details enough. Extra details are simply so much anathema.

In the third place, with jobbers' salesmen competing annually in anywhere from ten to twenty contests, there is the likelihood of duplication in merchandise prize offers, the impossibility of offering suitable selections, and the fair chance

that the wholesale salesmen will end up the year with a collection of loving cups that would do justice to a Bobby Jones.

So stick to the cash offer, in the form of an extra commission offered on *all* sales over a certain period of time. Trying to impose a contest rule based on an excess of sales over a similar period the year before isn't likely to get across for several reasons, including that sure-death for these contests—extra details.

These extra commissions most frequently run in the neighborhood of 2½ to 5 per cent. The contests run from one to two months. The wholesale executive is usually permitted to keep whatever records he sees fit and then to send in his list of amounts to be paid to each salesman at the conclusion of the contest. In some few cases, it may be possible to have these records routed through to the manufacturer, in the form of special reports by the wholesale salesmen. However, here again the manufacturer runs up against Old Man Extra Detail and unless his standing is aces high he would probably do better to place his trust in the managements of his wholesale outlets.

Finally, with regard to the handling of the actual contest details, such as messages to the jobbers' salesmen, etc., there is no doubt that by far the majority of wholesale executives much prefer handling this themselves. They don't like to have manufacturers communicate directly with their men—and they have some pretty strong reasons for this attitude. Of course, there are some few exceptions—but, by and large, it is better to route all contest details through the wholesaler's headquarters.

American Brakeblok to Indianapolis Agency

The American Brake Materials Corporation, Detroit, manufacturer of American Brakeblok, brake lining for automotive and industrial uses, has appointed Sidener Van Riper & Keeling, Inc., Indianapolis advertising agency, to direct its advertising account. The American Brake Materials company is a subsidiary of the American Brake Shoe & Foundry Company, New York.

Something Has Happened
In PITTSBURGH

53.7% of All Sunday Advertising Appeared in The Sun-Telegraph

During First Five Months of 1931

The Sunday Sun-Telegraph, with 1,937,714 lines of total advertising linage, led the other Sunday newspaper by 269,419 lines. Each month sees The Sun-Telegraph making new advertising records—both daily and Sunday.

Press Metropolitan Section linage excluded.

Times Have Changed in Pittsburgh!

THE SUN-TELEGRAPH

The Sunday Sun-Telegraph Has the Largest Circulation Ever Attained by Any Pittsburgh Newspaper

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

58 agencies... 92 advertisers
Place
 \$1,521,677 *in*
NEW Liberty Orders

Within 60 days of April 1, 1931*

THE spring of the year is not popular for list making. The spring of 1931 is not popular for planning expenditures. But the biggest publishing news in a score of years came in the spring of 1931 and has been followed by 92 advertisers checking their lists to include Liberty. Within 60 days after the announcement of Liberty's acquisition by Macfadden Publications, Incorporated, 58 advertising agencies have placed \$1,521,677 worth of orders with Liberty.

It is reasonable to suppose

that these orders are more than a gesture of confidence in the new management. Expressions of faith in the Macfadden business policies have been widespread; but faith can butter no 1931 advertiser's bread. Letters of encouragement have followed the announcement that Liberty will continue to publish the best authors and illustrators, with the tenets of good taste ever paramount; yet encouraging opinions cannot justify an expenditure of \$1,521,677 to 92 hard-bitten boards of directors.

*When Liberty was acquired by Macfadden Publications, Incorporated.

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These advertisers and their agencies may be buying futures—but they're primarily investing in a magazine that pays record *result* dividends NOW. They may be counting on a ground floor entry to a coming advertising medium—but they're spending this year's money in the magazine asked for by more READERS *today* than any other magazine in the world. They may feel that they can soundly lay the foundations for a new campaign of cumulative effect—but they're buying more circulation in the money centers of 25,000 population

and over, this week and the next, and the next, than they can buy through any other magazine in America.

New 1932 paper stock, reinstated color opportunities, greater editorial strength than ever before, make Liberty the cynosure of all far-seeing eyes. But Liberty's every-member-of-the-family coverage at *one-half to two-thirds* the rate-per-page-per-thousand of other leading magazines makes Liberty a 1931 bet that can't be overlooked by advertisers fighting the battle for 1931 profits.

THE 58 ADVERTISING AGENCIES

N. W. Ayer & Son, Inc.
 Batten, Barton, Durstine & Osborn, Inc.
 Behel & Harvey, Inc.
 Blackett-Sample-Hummert, Inc.
 Campbell-Ewald Co., Inc.
 Cecil, Warwick & Cecil, Inc.
 Collins-Kirk, Inc.
 Cowan & Dengler, Inc.
 Critchfield & Co., Inc.
 Dauchy Co., Inc.
 Empire Advertising Service
 Erwin, Wasey & Co.
 Faxon, Inc.
 Federal Advertising Agency, Inc.
 Ferry-Hauly Advertising Co., Inc.
 R. A. Foley Advertising Agency, Inc.
 Franklin Advertising Agency
 Guenther-Bradford & Co., Inc.
 Gundlach Advertising Co.
 Hanff-Metzer, Inc.
 Hommann, Tarcher & Sheldon, Inc.
 Hughes, Wolff & Co., Inc.
 Dillard Jacobs Agency, Inc.
 H. W. Kastor & Sons Adv. Co., Inc.
 Joseph Katz Co.
 J. L. Keenan Advertising Agency
 Kling-Gibson Co.
 Long Advertising Service
 Lord & Thomas and Logan

George H. MacDonald, Ltd.
 Matteson-Fogarty-Jordan Co., Inc.
 McCann-Erickson, Inc.
 McJunkin Advertising Co., Inc.
 Mitchell-Faust-Dickson & Wieland, Inc.
 Carroll Dean Murphy, Inc.
 John F. Murray Advertising Agency, Inc.
 The Newell-Emmett Co., Inc.
 Mark O'Dea & Co.
 Peck Advertising Agency, Inc.
 Louis C. Pedlar Corp.
 Pedlar & Ryan, Inc.
 Porter-Eastman Co., Inc.
 John O. Powers Co.
 Frank Presbrey Co., Inc.
 The Procter & Collier Co., Inc.
 Redfield-Coupe, Inc.
 Reincke-Ellis Co., Inc.
 Ross Advertising Co., Inc.
 Ruthrauff & Ryan, Inc.
 Shaffer-Brennan Advertising Co.
 Franklin P. Shumway Co.
 Small, Kleppner & Seiffer, Inc.
 G. Lynn Sumner Co.
 J. Walter Thompson Co., Inc.
 Thompson-Koch Co.
 Mason Warner Co., Inc.
 Williams & Cunningham, Inc.
 Young & Rubicam, Inc.

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Worcester, Massachusetts

WORCESTER'S NINETEEN MILLION DOLLAR RIDE

In a year, Worcester people spend \$19,611,703 for the pleasure and convenience of automotive transportation. Sales in 38 motor-vehicle establishments amounted to \$14,353,769; sales in 45 accessory, tire and battery stores amounted to \$1,781,900; 60 filling stations report aggregate sales of \$1,941,353 in gas, oil, tires and other accessories; 31 garages report an aggregate business of \$796,588 including sales, storage and repairs. Other units swell the total to over \$19,000,000, exclusive of the business done outside the city of Worcester proper.

(Above figures from the U. S. Census of 1930)

Worcester's buying power, Worcester's hankering for the luxuries, on top of the necessities, of life, are alike indicated by U. S. Census figures that show Worcester spends more money on its automobiles than on anything else except its stomach!

Total Food Sales	Total Automotive Sales
\$28,463,027	\$19,611,703
Or 26% of ALL Retail Sales	Or 18% of ALL Retail Sales

85.42% of all auto-owning Worcester families receive the Telegram or Gazette in their homes every day.

The prosperous, pleasure-loving Worcester Market—city and suburban—is adequately, economically covered by The Telegram-Gazette ALONE.

Average Net Paid 105,559 Daily
Circulation - - -

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco

The Cow, the Garden, the Hen and the Sow

Perhaps City Folks Ought to Get a Different Slant on This Farm Situation

By Roy Dickinson

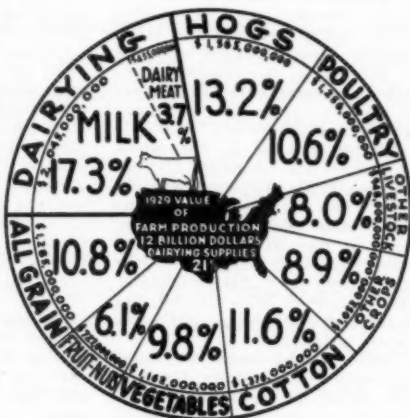
MY Uncle Joe came on last week to spend a few days at the house. He is an honest-to-goodness dirt farmer and has been as long as I can remember, which goes back to the time when I used to follow him around behind the plow. I had sort of forgotten about Uncle Joe and his kind of farming, probably because I had been reading too many of these barometers issued by metropolitan banks and investment services which talk so much about wheat. Uncle Joe, and I guess a whole lot of his fellow farmers, are pretty sore about the way city folks talk wisely about wheat as though it were the only crop the farmer ever raised—as though he went broke when there is too much wheat.

A few days after his visit I heard Charles F. Collisson of the Minneapolis *Tribune* talk about the cow, the sow and the little red hen, the land of milk and honey. The viewpoint of my male relative and the facts so interestingly presented by Mr. Collisson made me think that more city folks ought to have more facts about farmers in different parts of the country. So what follows comes from men who are well equipped to talk about the farming industry, since they are editors or owners of publications going to farmers and breeders in various parts of America.

Before I turn to the farm-paper editors for some facts which indicate that while wheat is a crop it isn't the farmer's sole source of

income—as some city slickers would have us believe—let's take a look at what Mr. Collisson has been saying so effectively.

In the Northwest the farmers have found out that no act of Congress or price-fixing schemes can ever restore fertility, clean up



Courtesy, "Hoard's Dairyman"

The Dairy Cow Leads All—Figures Are Based on Government Reports

weedy grain fields or raise wheat yields by a bushel. Up there they chose the cow-paths to prosperity. Mr. Collisson says:

"Wheat has ceased to be the index of our prosperity of buying power. Sagging wheat prices no longer spell defeat or disaster, or 'frozen credits.'

"They do spell, however, lower costs for dairymen and stock feeders—lower now than for many years.

"It is principally in grain or cotton, single-crop regions that the wail of distress is long and loud.

Good farming with good livestock has laid down a cushion to light upon, in this testing time of farming and business in 1931.

"Minnesota has cut down her wheat growing 2,700,000 acres since the war; now planted to potatoes and corn, hay and feeding crops. That's the best form of farm relief we know about.

"Her wheat crop, in the world's greatest flour milling State, brought only \$21,000,000 in 1929; only \$12,376,000 in 1930. Yet Minnesota barnyard biddies gave their owners \$80,000,000 worth of eggs and poultry—making wheat look like chicken feed.

"Minnesota creameries lead all North America now in making golden butter. It sells for \$125,600,000. Owned largely by farmers themselves, our creameries return 91 per cent of all this money in monthly cream checks to our milking dairymen.

"Butter making in the whole Northwest has advanced 151 per cent or 200,000,000 pounds in eight years. The rest of the country has gained only 59 per cent. Dairy cows in the four Northwestern States increased 228,000; in the other forty-four States 283,000. This industry is being concentrated in the old grain belt, rapidly becoming a dairyland.

"The Northwestern cow-sow-hen-sheep income, dairy livestock and poultry products, leaped forward 87 per cent in eight years, to the impressive total of \$807,500,000 in 1929. This is four and one-half times the wheat crop's \$178,500,000 in the four States. It is more than all the field crops—everything grown on Northwestern soils.

"It is worth twice the world's entire gold output of \$400,000,000 a year. In Minnesota alone, the flock-and-herd income is \$422,500,000 or many millions more than world gold."

The poultry business is well worth taking a look at also, while we are thinking about the farmer. My Uncle Joe goes in strong for Rhode Island Reds, from the best stock he can buy. Other people pin their faith to White Leghorns and other types of barnyard flappers. The Department of Agricul-

ture tells us that more than 80 per cent of the total production of poultry and eggs is on general farms. No less than 8.6 per cent of all farms in the United States have poultry. Consider these figures for a moment. The cash income for poultry in the United States was \$894,000,000 in 1928-1929. This represents the amount sold. The gross value for the nation, including poultry used on farms, was \$1,292,028,000.

Leading Farm Products

The six leading farm products from the point of cash income only and not what the farmer uses himself—as eggs and milk—and their percentages in the five years from 1925 to 1929 are as follows:

Cotton, 14.59 per cent; milk, 14.52 per cent; hogs, 12.91 per cent; cattle and calves, 10.05 per cent; poultry, 8.13 per cent; wheat, 7.89 per cent. Poultry ranked fifth in gross value of farm products for 1929, being 8.1 per cent of the total. Dairy cattle were 13.4 per cent, corn 12.8 per cent, swine 9.3 per cent and hay and forage slightly over 8.1 per cent. These figures do not include poultry raised in many small towns and villages.

Among the animal industries, poultry ranked third in 1929, furnishing 20 per cent of the total. Dairying was first with 33 per cent and hogs were second with 23 per cent.

R. W. Dunlap, Assistant Secretary of Agriculture, told members of the Maryland State Poultry Association a week or so ago, that they could be encouraged about the future because flocks have been culled so closely that almost 20,000,000 hens have been taken out of production, that early hatchings are lighter this year than last, that cold storage holdings of both eggs and chickens are substantially below those of a year ago. Moreover, the egg consumption of America is too low, running about nineteen dozen per capita as against thirty dozen per capita in our neighboring country of Canada. There would seem to be a chance in these figures for the great poultry industry to do a big edu-

I'll Bet This Makes Your Palm Itch



I can't get up enough nerve to kid about 2 billion dollars. Which, I am given to understand, is a lot of money. So leaving all kidding aside I'll tell you that this amount is the total sales volume of this fourth national market. Not only is Los Angeles the fourth market in the country and the first in the West . . . it's also the richest field for a new product this side of Chicago. And there is no doubt that The Examiner dominates it. In fact, that's what the makers of Kute-Kut clothes are finding out. At the rate they are going it won't be long before Kute-Kuts, which are advertised exclusively in The Examiner, will Kover every Kiddie in Kalifornia. So if you eastern manufacturers or space buyers have a product that appeals to women, just let these local ladies who spend this 2 billion hear about it through their favorite paper, The Examiner. Because after all, a 2 billion dollar market coupled to The Examiner with its largest morning and Sunday circulation, plus its general advertising leadership, gives you about the best gold digging chance since the Klondike. Have we your schedule?

**LOS ANGELES
EXAMINER**

Put Your Message Before the Moderns

cational job to increase the consumption of its products.

Another type of farmer that is not usually thought of when city folks get into a discussion of the low prices of wheat, is the man who raises meat instead of wheat. Alvin H. Sanders, editor emeritus of the *Breeder's Gazette*, says: "I have a kick coming on a lot of this hullabaloo about wheat prices. To read the speeches of certain Senators and the reviews of economic conditions given out by various big banks one would think that there is nothing else grown on the farms of this country worth talking about except wheat. The impression is given that when wheat is low in price agricultural America is practically 'busted.' Wheat is paraded in Washington, in Wall Street, in LaSalle Street and in the corridors of metropolitan banks as the barometer of farming conditions. All of which is 'the bunk.'"

"There are sixteen industries in the United States with an annual output valued at more than \$1,000,000,000. Is wheat-growing the first on this list? Certainly not. Does it even stand second or third? Does it qualify at all in this \$1,000,000,000 classification? According to Government returns the biggest \$1,000,000,000 business is the automobile; but it tops its nearest competitor by only a comparatively narrow margin.

"How many stockmen know just where they come into this picture? Did you think that iron and steel or oil or a dozen other limelight industries finished ahead of the manufacturing of meats for human consumption? You and everybody else would of course think so, hearing as you do all the time what those front-page favorites are doing or not doing. If steel operation happens to speed up 5 per cent, the glad news is broadcast far and wide. If, however, farmers cash in \$500,000,000 worth of hogs and cattle during a given period not a man, woman or child outside stockyard precincts ever hears about it.

"Next to the automobile industry in this country's productive activities stands wholesale meat packing, with an annual output

valued in 1929 at \$3,394,673,000. Put that in your pipes and smoke it a while, you financiers who have been fed up on wheat as the king crop of rural America!"

From down South, B. Morgan Shepherd, vice-president of *The Southern Planter*, tells me that he can never quite understand the everlasting hullabaloo about one-crop farmers and decadent agriculture. He brings out the point covered by several other farm-paper editors that the farmer's cash crop is not the only thing to look at because he can eat some of the material he raises.

"We rank first in 'living at home' in the South," he says, "by producing 79.1 per cent of food and feed for man and beast.

The Great Shock Absorber

"The National Industrial Conference Board of New York City says that a farmer and his family, whether owner or tenant, derive 40 per cent of their livelihood without the additional expenditure of a nickel. You see there are the cow, the sow, the hen, the garden, the wood, the water and the roughage, which constitutes a large part of the support of the family and is produced in a large way by labor for which there is no market. Indeed, this situation constitutes the great shock absorber which enables the farmer to stand depressed prices for his wares. Low prices may mean reduced income but very, very frequently, has nothing whatever to do with his actual subsistence."

He also refers to the barnyard flapper with the following rather picturesque summing up:

"We frequently see streamer headlines across the front of our paper that steel is off two points, yet if eggs were down two cents a dozen, the figures involved would be so much in favor of the hen that it would really stagger our people."

From out in Wisconsin my friend Bill Hoard, of *Hoard's Dairyman*, gives me the angle that the tinkling streams of milk from the old dairy cow, as they make music in the tin pail both morning and evening, bring to the farmers of the United

Come to think of it,
there's much out of the
ordinary in coverage
like this:

**Some 1,200,000 of
northern and central
California's people live
in 129 cities and towns
of 1,000 or more, exclu-
sive of San Francisco.**

**Seven families of every
ten in this prime, year-
round market are reach-
able through the**

**San Francisco
SUNDAY
Examiner**

Big Days Ahead in Seattle

C. E. Johns of the Seattle Chamber of Commerce in speaking of the Summer Tourist Trade says:

"It is our belief that general business conditions in Seattle will be stimulated throughout the Summer and Fall by very substantial tourist and convention travel.

"A survey that we have just completed indicates every reason to expect 500,000 visitors from other cities and states between now and October 1st, and from our previous experience, a conservative estimate of their expenditures in this community will mount to \$11,000,000."

This sum of money will revert to trade and business within the Seattle Trading Area. . .

Just another good reason why National Advertising Campaigns should be directed to those who have the greatest ability to buy Advertised Merchandise . . . and that source in the Seattle Market is *The Seattle Post-Intelligencer*.

*Our Nearest National Representative
Is at Your Service.*

W. W. CHEW, 572-6 Madison Ave., New York City
J. D. GALBRAITH, 612 Hearst Bldg., Chicago
A. R. BARTLETT, 3-129 Gen'l. Motors Bldg., Detroit
SLAYTON P. LADUE, 625 Hearst Bldg., San Francisco

Seattle Post-Intelligencer
A MILLION MODERNS IN THIS MARKET

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States one-fifth of their income or \$21 out of every \$100. He points out that hogs come next with \$13; cotton next with almost \$12, and all grains, including corn, wheat, rye and all the rest, come fourth with \$11. It is with his permission that I am reproducing the chart which puts the old bossy cow on the map in a big way.

Mr. Hoard also points out that an important factor of income for dairy farmers, which many business men overlook, is that 42 per cent of the nation's beef and veal comes from dairy farms. These are the culled bulls, cows and calves which dairy farmers are constantly getting rid of in order to keep their production at a higher point of efficiency. It seems that even in this line of industry efficiency is the watch word for today it takes only 180 cows to supply 1,000 consumers of all dairy products as compared with 225 cows in 1916. In 1916 there were 4.6 persons to one cow, today there are 5.6 persons for each cow.

The farmer raising chickens and the dairy farmer have discovered in many cases that although the prices of his products have fallen off, they have held up better than grain, and therefore, his feed costs are much cheaper than they were previously.

So there are a few things for us city slickers to think about the next time one of our number starts to talk about the farm going out of business because wheat prices are way off.

While it may be argued that butter fat is down, eggs are much lower and that hog prices are not so hot, it is also true, as my Uncle Joe says, that the old farms have ridden through many a previous depression. Sometimes the only way that a real farmer with diversified crops knows that a depression is on is because he is having twenty or thirty people a week asking for work where previously nobody wanted to come out and do the hard work on the farm without demanding excessively high rates for his labor.

The publisher of a farm paper in the Dakotas says: "The average city man, advertising man, banker

and broker should stop confusing all the publicity about one or two crops with the real backbone of the country—the farmer who is raising enough to live on and getting cash besides to spend over and above his own living expenses."

My Uncle Joe bought a new Mack truck this spring on the prospective profits of two new things he hasn't concentrated on much before, tomatoes and egg plant. He is going to make some money on them. He is having a new roof put on his house this week and he is the only man I know of who has purchased a new radio set in the last thirty days. He and thousands of men like him are producing real wealth, are spending money, are not nearly as gloomy as the people who write about them. If we city folks will just keep that fact in mind as well as that in this rich and compact market we sell more than 90 per cent of the goods we produce, perhaps we won't stick our money in an old sock or in the savings bank. Certainly we have no good reason to stop spending now for what we want and need because we are worried and upset about the farmer and his wheat crop. He doesn't want or appreciate that kind of sympathy.

Columbia University Men Meet

The first luncheon meeting of members of the Columbia University Club, New York, who are engaged in advertising was held on June 25. It is planned to continue the luncheons regularly, meeting on alternate Thursdays. Chairmen will be rotated so that the responsibility will not fall upon the individual twice in succession. George I. Bushfield, of Batten, Barton, Durstine & Osborn, Inc., and Robert F. Moore, of *Chain Store Review*, form a committee to propose plans for future activities. Kenneth W. Plumb, of the Frank Presbrey Company, is chairman for the next meeting, to be held July 9.

Short Line System to Newcomb

The Coastal Transit Company, New York, operator of the Short Line System of busses between Eastern cities, has appointed James F. Newcomb & Company, advertising agency of New York, to direct its advertising account. Newspaper, radio, and magazine advertising will be used.

What Groucho Says

These Things Shall Abide Forever

SIT down please, glad to see you. Oh, I'm being interviewed am I? Second time in my life. I must be getting famous or something. What? Oh, you want my ideas of what things are permanent in agency practice and will abide after the present rapid re-adjustment of ideas as to business policy and practice? Confined to 500 words? It can't be done. Mebbe you'll have to come twice. Well, I'll start anyway.

Things in agency life which in my opinion will abide forever:

First: Bosses and Gent. Treasurers, who in their respective lines will get away with murder.

Second: Fear of losing accounts. Why do I call it "accounts" instead of "clients"? We are tickled pink to lose clients who have no accounts. Why shall we always be afraid of losing them? Two reasons. First, we quit selling 'em when we get 'em. We begin to work for 'em and other agents get busy proving how much better they could do it. Other reason is we have a sneaking idea we deserve to lose 'em. The plans we prepare look like gold mines while they're on paper, but sometimes they're not so hot in operation.

Third thing which will abide forever is the "pretty-good" copy man who works hard. Brilliant ones come and go. So do dumb ones. But the writer who can give a fair imitation of zeal, modernity, or statistics grows gray-haired in one job.

Fourth is client prostitution, the habit of spoiling regular advertising managers and such by constant deference. Whether they should be kissed or kicked, they always get kissed.

Fifth, space buying department. We'll always have a bunch who can tell you just what any magazine is and can do, whether they ever read it or not.

Sixth, a new expert. If it isn't a kitchen expert, it will be a radio expert or an expert in aviation-as-an-advertising-medium, or a bal-

ancer and digester of statistics, or a new kind of stylist, or a modern economist and then we'll keep on shouting how we can write copy for baked beans so superlatively because we've nailed the greatest expert in the world on vitamins or submarine exploration. Will this go on forever? It will.

Seventh, some kind of impressionistic reception room, be it large or small. This will, theoretically, always reflect the personality of the Boss.

There's your 500 words if you quote me correctly and I'm not half through. Oh, this is not quite the kind of interview you expected? Sorry, but I can't help that. Seems to me that the trouble with most interviews is they are exactly the kind of interviews that are expected.

C. C. Parsons and W. M. Bersac Form Partnership

C. C. Parsons, of New York, and William Mann Bersac, of Chicago, have formed a partnership with offices in the Chrysler Building and at 11 South La Salle Street in their respective cities, to conduct a distribution and sales engineering service. This plan calls for obtaining their facts through actual sales of products during the investigation period. Mr. Parsons and Mr. Bersac have individually been handling this type of work for about a quarter-century.

R. F. Degen with Erwin, Wasey at New York

Robert F. Degen, who was for eleven years advertising manager of George Borgfeldt & Company, New York, and, who more recently has been manager of the toilet goods division of Frederick Stearns & Company, Detroit, has joined the service department of Erwin, Wasey & Company in New York.

Tyson Has Syracuse Office

O. S. Tyson and Company, Inc., New York advertising agency, has opened an office at Syracuse, N. Y., located in the State Tower Building. George F. Barthe, for the last four years president of G. F. Barthe & Company, Inc., Syracuse advertising agency, has joined the Tyson agency as vice-president in charge of the new office.

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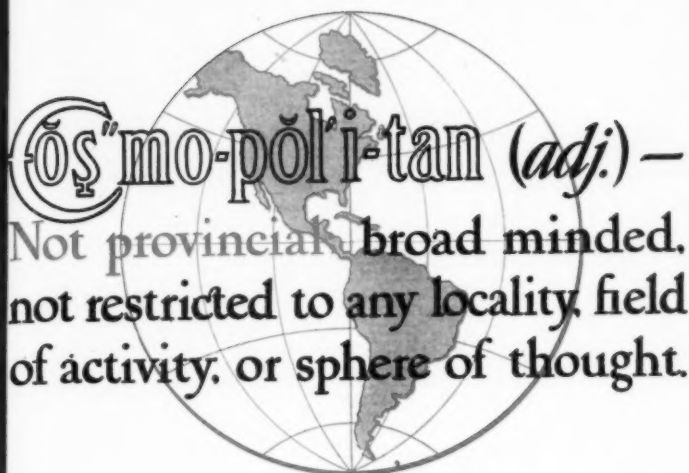
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not provincial

— (adj.) not provincial

WHERE'S the word that paints a clearer picture than *provincial*? Sharp as a perfectly focused photograph you see kerosene lamps, and dirt roads, and fusty country stores.

Put *not* before it, as Noah Webster did when he *exactly* defined cosmopolitan. See the picture change. It's brighter, more vivid.

The dreary lamps become soft indirect lights—the dirt road a paved avenue—the old store a smart shop.

And the people you associate with the words change, too. *Provincial*—you pity them—dull, stodgy, uninspired,—uninterested and uninteresting.

❶ Not provincial—you see a foursome waving at a crowd on the country club porch, opening night at the Guild Theatre, a midnight sailing, lunch at the Cheshire Cheese, cocktails at Palm Beach,—a whirling merry-go-round of people who find fun in life, who enjoy living. They are interesting.

❷ Where do these interesting people come from? It makes no difference. A schoolmarm out of Utah, a banker from Mobile, a housewife from the corn belt, a salesman from Montclair—latitude and longitude play no part in this business of being not provincial. It's it in terms of living, and it knows no metes nor bounds.

People may or may not be born that way. Sometimes they are—sometimes they get there by association or example or instinct.

But once there, once *not provincial*, once *cos-mo-pol'i-tan*—they stay there because they never will be satisfied otherwise.

In their reading as in their living they are *COS-MO-POL'I-TAN* because no other magazine satisfies them.

There is no other magazine with which to compare *COSMOPOLITAN*—just as there are no other people with whom to compare its readers, who are *COSMOPOLITAN* at heart.

The *Class Magazine with*

1,700,000 *Circulation*

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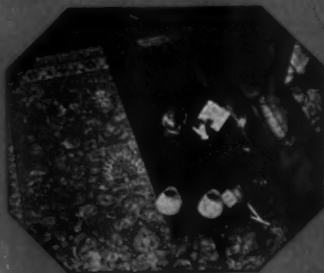
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BRAVE WORDS?



—BRAVE WORDS?

BRAVE WORDS? Perhaps so, but astonishingly backed up by such unusual surveys as 'The House Next Door' and 'The Fourth Dimension.'

True in Middletown or Montclair, in Hartford or in Brooklyn such remarkably illuminating facts as these reveal a mass of discriminating tastes still financially capable of fulfilment, by a distinct, cos-mo-pol'i-tan, class of reader.

In Middletown (medium sized trading center)
COSMOPOLITAN buyers and readers are

- 39.3% better market for new cars
- 52.3% better market for 2 advertised brands of salad dressing
- 35.0% better market for weekly visits to beauty parlors
- 200.0% better market for an advertised floor lining

Hearst's International
combined with
Cosmopolitan

International Magazine Building
57th St. & 8th Ave., New York City

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Montgomery Ward Appoints Erwin, Wasey Chicago Dotted Line Club Plays Golf

Montgomery Ward & Company, Chicago, have appointed Erwin, Wasey & Company to direct a nation-wide radio broadcasting campaign. The first four weeks of the campaign, which began July 1, will be devoted to a \$10,000 prize contest.

The contest will be in the form of a large-scale research project to determine what type of radio program is preferred by the public. Prizes will be awarded on the basis of letters telling what type of program is favored. During each of the four weeks four different types of radio programs will be presented—an orchestra, a running story of the affairs of "the Jones family," a minstrel program and a "Beautiful Thoughts" program, composed of song and reading. Each type will be broadcast for six consecutive days of one week in fifteen-minute periods, followed by a review of the four types of four subsequent days.

Specific information on preferences will be obtained through an entry form which each contestant is required to fill out. This asks for first and second choices as to type of program, the station over which each of the four was heard, and the exact hour of the daytime at which the contestant prefers to listen.

In conjunction with the contest it is planned also to distribute nine million copies of a new Ward booklet, "We're Doing Things Here at Ward's."

General Foods Widens Quick-Frozen Food Sales

Distribution of quick-frozen foods by the General Foods Corporation has been extended to more than thirty Eastern cities and towns, according to a statement by the company. All of the retail outlets for the quick-frozen food products are in New England except for one store in New Jersey and an outlet for General Foods employees in New York.

Although establishment of quick-frozen food departments in retail stores in other States is contemplated for the near future, including stores in Greater New York, plans for the next several months call for centering development activities in the New England market, according to the statement. It is further stated that distribution of the new food products, quick-frozen by the Birdseye process, is expected to spread southward and westward after production facilities have been expanded to supply the demands of larger-scale operation.

Morning After Account to Doremus

The Wallace-Roberts Company, Canton, Mass., manufacturer of Pix-Up, a preparation to relieve the after effects of alcohol, has appointed the Boston office of Doremus & Company to direct its advertising account. Newspapers, magazines and business papers will be used.

Forty members and guests of the Chicago Dotted Line Club of the Associated Business Papers, Inc., participated in a golf tournament sponsored by the club at Tam O'Shanter course last week. Seventeen prizes were up for competition and these were won as follows:

N. R. Swartout took the award for first low net, E. T. Eyler the prize for second low net and Norman Boggs for third low net. First low gross prize went to G. E. Andrews, E. Perkins winning the second low gross award. The kicker's prize went to L. C. Pelott. Awards for first and second low putts were won by C. R. W. Edgecumbe and Walter V. Turner, respectively.

W. R. Swartout won the driving contest. In the putting contest K. H. Koach took first prize and Charles A. Barnes second. J. M. Rodger captured the blimp prize. G. W. Plume was winner of the first guest prize and the second award for guests went to R. J. Skala. The winning low net twosome was composed of Rodger and Andrews. H. H. Dreyer won the high gross prize.

Bridge was played by those not golfing and Ray C. Guy won the prize for that.

"Pop" Freeman Pays Tribute

NEW YORK, JUNE 21, 1931

Editor of PRINTERS' INK:

I was sorry to read in your June 18 issue of the death of my old friend, George G. Powning, of New Haven, Conn., but, at the same time, I got a great deal of satisfaction out of your designation of him as "Square Deal" Powning. Nothing finer can be said of any man. To have lived nearly eighty years with a reputation for always playing square with his fellows is something that will undoubtedly be cherished by his son, his successor.

WILLIAM C. FREEMAN.

New Accounts to Hearn

Bleecker & Simmons, Inc., New York, importer and packer of teas, has appointed the Alfred S. Hearn Company, Inc., advertising agency of that city, to direct its advertising account. An advertising campaign, featuring B & S New-Blend Formosa Oolong tea, will be inaugurated with newspaper advertising on Long Island.

The Metal Textile Corporation, Orange, N. J., has also appointed the Hearn agency to direct the advertising of Mystic Marvel, a product of its Mystic Mit Makers Division. Women's publications and newspapers will be used.

Connecticut Mutual Advances K. H. Mathus

Kenilworth H. Mathus has been advanced to the position of editor of publications of The Connecticut Mutual Life Insurance Company, Hartford, Conn. He will be in charge of advertising, publicity and sales promotion.

Gives Key Dealers Sales Ideas Picked from Tested Plans

L. C. Smith & Corona Typewriters, Inc., Compiles a Book for Dealers in the Upper Strata

BELIEVING that the best way to keep dealers alert during the summer is to give them business-building tools that have been tested successfully, L. C. Smith & Corona Typewriters, Inc., has put together an unusual sales promotion book.

This book, according to Gordon Laurence, advertising manager, is going to those key dealers who do 80 per cent of its business, with complete information on how to use twenty to twenty-five selected sales ideas. These are ideas which have shown that they could be effectively used by any dealer who wanted aggressively to go out after business.

The collection is not made up of extra circulars or broadsides left over from a previous campaign. It is a grouping for summer use of several novel pieces of sales material—unusual pieces that dealers like to use. Some of these, all dealers received earlier. Others were not put into wide general distribution. Now, as taken by the company's salesmen to the top 20 per cent of alert dealers, these sales ideas and helps are set down before each account as proved business builders.

While this company always has offered a great amount of co-operation to dealers, this kind of help is being pointed up at this time by giving it a name. The book is called release No. 1 of the new "Dealer Selling Service"—a service to aid dealers in the resale of Smith-Corona products.

Some of the ideas have interesting stories behind them. A small folder, Corona Keys to Contract Bridge, was introduced at a public bridge attended by 1,200 persons. Immediately following the affair, calls began to come in from women and bridge clubs widely spread, and to date more than 200,000 have been distributed by dealers. The company is planning to print 1,000,000. Handed out at

Rotary and Kiwanis lunches, at large town affairs, at club events, this little compendium of bridge information—so the company points out to its dealers—concentrates a large attention on Corona merchandise and provides an endless chain of word-of-mouth promotion.

A combination week-end bag and carrying case whose genesis has been described in PRINTERS' INK is another of the sales helps which the dealer is shown how to make use of during the summer period, when his tendency is to believe he might as well stand by and wait for business.

Book marks, whose introduction was followed by calls for 195,000 in ten days, are a third help to build business. Distribution of these through local circulating libraries, such as the typewriter dealer often has as part of his business, is pointed out as a good way to develop interest in likely prospects and to bring in leads that he can change into immediate sales.

How each of these tested ideas is presented and explained in this book can best be shown by taking one of the most interesting. The Corona Copygraph is an ingenious device designed to help dealers in four ways:

To secure prospects;

To add display value to store and window displays;

To give additional interest to a demonstration;

To increase a machine's utility value to the user.

As pointed out to the dealer, the Copygraph does seven things, from holding copy in front of an operator for easy copying to telling where and how to sell manuscripts. To increase sales, the company goes on to show, the dealer can use the device to

(1) Secure prospects by sending out a letter to old customers, this letter being aimed to secure leads for new business, to develop trade-

in sales with old customers, and to build additional good-will for the machine and the dealer.

The dealer may secure prospects also by making personal calls on accessible people who have written the main office for an advertised Copygraph, opening his talk with some such remark as: "I called to see if you received the Copygraph you wrote for—I would like to show you how it works." Then it is easy for him to get talking about new models. To secure prospects by mail, the company points out that the use of a sample letter enclosed will capitalize the Copygraph sent from headquarters.

(2) To bring added display value to store and window displays, it is suggested that there be kept constantly on display inside the store and in windows a machine holding one of the devices, to pique curiosity. The novelty of the card, it is indicated, makes it extremely valuable as an interest builder.

(3) To give additional interest to a demonstration, whether on the store floor or on an outside canvass, the company urges the dealer to stress the Copygraph as an important, exclusive Corona feature. This is on the principle that what the machine will do is generally more interesting to the prospect than mechanical points. With the device in place, the dealer can give a most interesting demonstration of what the machine will do.

(4) To increase a machine's utility value to the user, the company supplies free to dealers five Copygraphs for each machine purchased. These are in turn to be distributed free to purchasers and to prospects. As they carry a \$1 price mark, the old customer or the new purchaser receiving one gratis is impressed.

As with the Copygraph, so with more than twenty other sales ideas, the company is taking a very practical step to keep business moving. It is giving to key dealers selected ideas which have proved their value among many tested in actual use. It not only is giving these ideas to the dealer but it is showing him in detail the best ways to put the ideas to profitable use.

Robert Martin's Contribution to Advertising

"Whatever effect Macy advertising may have had upon other advertising, so far as physical appearance is concerned, it has been largely the result of the skill of Robert Martin."

This statement from Kenneth Collins, executive vice-president of R. H. Macy & Company, pays tribute to the work of Mr. Martin, who died last week at Norwalk, Conn. Mr. Martin was advertising art director of Macy's for the last four years.

"Perhaps I, more than anyone else," states Mr. Collins, "am in a position to estimate his value and the processes of his thinking, since I worked with Mr. Martin during all the time he was associated with Macy's. I recall vividly in the early days of our association, Mr. Martin's insistence that the fundamental purpose of advertising art typography was to make it easier for people to buy goods; that tricks and bizarre effects had nothing to do with convincing advertising presentation, and that the best job any advertising art director could do would be constantly to reiterate simplicity."

Paul Hollister, of Batten, Barton, Durstine & Osborn, Inc., at a convention which he recently addressed, paid this tribute to the work of Mr. Martin: "Macy's advertising is frequently called daring. It is exactly the opposite of daring. It has appeared unusual many times simply because Bob Martin refuses to allow anyone to clutter up advertising pages with irrelevant pictures and ungainly type faces."

Baltimore Importer Plans Western Campaign on Tea

McCormick & Company, Baltimore, Md., importers of tea and other products, are planning to launch an advertising campaign from their San Francisco headquarters to increase the consumption of tea as a beverage. The campaign, for which \$100,000 has been appropriated, will be confined to the Pacific Coast territory and will feature the company's Banquet Tea. Newspapers will be used to introduce the campaign.

California Vineyard Association Starts Campaign

The Central California Vineyard Association, San Francisco, manufacturer of Vino Sec grape concentrate, has started an advertising campaign in San Francisco newspapers and by direct mail. Other Pacific Coast newspapers will be added later.

F. W. Shibley Joins Rusco Board

Fred W. Shibley, vice-president of the Bankers Trust Company, New York, has been elected a director of the Russell Manufacturing Company, Middletown, Conn., manufacturer of Rusco brake lining and other fabric products.

Who Should Pay the Freight?

A Selling Problem Confronting Many Manufacturers Is Discussed by
Leading Candy Makers

By B. R. Canfield

Consulting Sales Executive and Instructor Sales Administration, Babson Institute

THE problem of who will pay the freight is one confronting many manufacturers in a wide variety of lines. With narrowing margins, the jobber is showing a growing reluctance to shoulder the transportation charges on his purchases. And manufacturers with closely trimmed profits and rising distribution costs are reluctant to prepay their shipments to jobbers.

The manufacturer who has advertised his product and has created consumer demand is in better position to lay his freight burden on the jobber's shoulders than the manufacturer who has little or no consumer demand and is obliged to prepay freight or make freight allowances to his jobber customers.

In the rush for increased volume many manufacturers are seeking to break down sales resistance by assuming freight charges on the shipment of their products. Intensified competition created by excess productive capacity has induced many manufacturers to make various liberal freight allowances.

Jobbers located within short distances of their sources of supply are resenting the necessity of paying an average freight charge and bearing the expense of shipments to distant markets so that the manufacturer may maintain uniform delivered selling prices throughout the country.

The vital effect of a constructive freight policy on sales opportunities is admirably illustrated in the

following problem of a certain candy manufacturer, which is typical of the freight payment problem confronting not only confectionery manufacturers, but other makers of consumer goods distributed through the wholesale and retail trade.

This company, with factory located in New York, makes and distributes direct from its factory a general line of candies to selected jobbers located in all parts of the country.

As it maintains no branch warehouses, and shipments are made from New York, it experiences keen competition from local candy manufacturers in various parts of the country who are able to give candy jobbers in their territories lower prices than the

New York organization on account of the freight disadvantage imposed by shipments from New York.

To overcome this price handicap, imposed by freight rates, this candy company follows the policy of allowing its jobber customers 50 cents maximum per 100 pounds on all shipments. Accordingly, jobbers located within the 50-cent per 100-pound freight allowance zone are not obliged to pay freight while those jobbers beyond the 50-cent allowance zone must pay freight in excess of the allowance and their delivered price is accordingly higher.

The company believes that the ideal solution to the problem would

THE candy company is confronted with a freight payment problem. Mr. Canfield has asked the sales executives of seven candy manufacturers how they think the problem should be met. Their answers are presented in this article. The sales executives are:

A. J. DuBois, Campfire Corp.; F. W. Pugh, Chocolate Sales Corp. (Hershey Sales Agent); Walter H. Belcher, Walter M. Lowney Co.; W. A. Goebel, Wilbur-Suchard Chocolate Co.; E. F. Chambers, Cracker Jack Co., and H. C. Godfrey, Bunte Brothers.

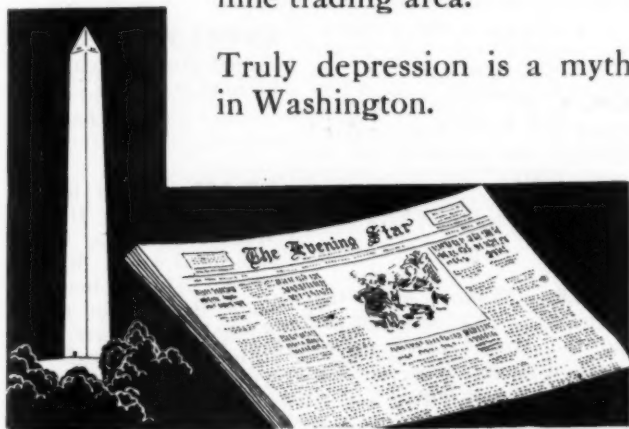
BUSINESS as usual, is the slogan of the merchants in Washington, D.C. and results are enjoyed in exact ratio to the effort put forth.

This is evidenced by the fact that **The Star**—Evening and Sunday—leads every newspaper in the country in retail advertising lineage, without predated or special editions; reaching practically everybody with money to spend in this prosperous and populous market. Of The Star's circulation, 97% Evening and 96% Sunday is confined exclusively to Washington and the 25-mile trading area.

Truly depression is a myth in Washington.

New York Office
DAN A. CARROLL
110 E. 42nd St.

Chicago Office
J. E. LUTZ
Lake Michigan Bldg.



EXCERPTA

from advertisements that have appeared
in *The New Yorker* during the month of
J U N E , 1 9 3 1

EXPLOSIVE "I am loaded with combustibles."

Best & Co., June 6, Page 7.

SEX DISCRIMINATION

"Big strong men go round with lines of care on their noble brows and get away with it. But ladies to match just don't go round at all. They're left sitting at dead telephones."

Produits Nina, June 13, Page 80.

MAGNA CARTA "Parents have certain inalienable rights. The right to be obeyed. The right to be amused. The right to be let alone on occasion."

F. A. O. Schwarz, June 6, Page 46.

R. S. V. P. "Your personal letters may travel ten thousand miles, to rest at last in far, romantic places."

Crane's Fine Letter Papers, June 2, Page 2.

GALLIC "Take a flying trip up the coast . . . and you will find the Mrs. Franklin shops neatly dividing New England into three equal hops!"

Mrs. Franklin, Inc., June 20, Page 45.

PAGE CAPT. FLAGG

"We dislike tight situations that demand snap judgments."

Pitcairn Autogiro, June 20, Page

CIRCUMNAVIGATION

"—an odeur wafted round the world by the charm of its fragrance. . . ."

Guerlain, June 20, Page

RACE "Nature gave the people the ability to keep abreast of the fastest liner with play ease."

Ethyl Gasoline, June Inside Front Cover

EVOLUTION "It looks as though our grandchildren might be born with fins."

Bradley, June 27, Page

GRAIL "'Is it love or hate that impels you Hither?' said Madam Petruska, in her resonant emotional voice. 'Worse' we replied, fighting back the hot tears that made the electric lights look all starry. 'Thwarted in quest of an ideal. No, not wife—shoes!'"

Fortnum & Mason, June 6, Page 38.

CKING "At last boudoir
les have lost their obstinate
lingness to be just mules."

Sommers, June 13, Page 66.

BEST WE FORGET

When a northwest gale with
water in its teeth howls around
our windows—is your apart-
ment comfortable?"

Modustat, June 13, Page 51.

IRAGE "—that jolly light
started feeling that all is right
with the world."

Tarrant's, June 13, Page 51.

ANTARCTIC "... you sail
south to find cooler weather!"

Armuda, June 20, Inside Back Cover.

RELIC "that Vanishing Amer-
ican—a live horse!"

*Westport Inn (Westport-on-Lake
Champlain),*

June 20, Page 55.

SNAIL'S PACE "... my
dear, when I heard what they
were asking I took it quicker
than you could say Jack Robin-
son, or at least quicker than
you can say Brown, Wheelock:
Harris Vought & Co., Incorpo-
rated!"

Essex House, June 20, Page 30.

BITTER-SWEET "Some
things are of that nature as to
make one's fancy chuckle, while
his heart doth ache." *Mr. Bun-
yan.*

Macy's, June 13, Page 3.

"the manufacturer very definitely owes to
advertising the responsibility of making it
interesting, in content, in format. The public
surveys advertising and accepts it usually to-
day not only because it contains merchandis-
ing news of value, but because the advertising
pages of publications have, in most instances,
been in themselves readable and attractive.
The dull and the dreary have no more place
in advertising than the dishonest."

*From the speech of President Chester
of General Foods Corporation
before the A. F. A. Convention.*

THE NEW YORKER

25 WEST 45th STREET
NEW YORK CITY

be to bill every shipment F.O.B. Factory at New York allowing each jobber customer to pay his own freight. But it hesitates to adopt such a policy feeling that it would confine distribution to within a short radius of the factory.

The company has also considered the adoption of an average freight charge on all shipments, so that uniform delivered selling prices might be maintained throughout the country.

Consideration of the freight problem of this company by the sales managers of seven well known manufacturers of candy reveals a wide difference of opinion on the best solution to this common problem. Two manufacturers believe that the freight should be paid in full by the manufacturer in this case; two others believe that the jobber should pay all the freight; two other manufacturers believe that either prepaid freight or an "F.O.B. Factory" policy could be adopted depending on the competition and consumer demand for the product in this case; while one manufacturer favors a freight allowance policy similar to the one now employed.

Branch Warehouses as a Solution

The employment of branch warehouses located at centralized shipping points and the prepayment in full of freight by the manufacturer is the solution suggested by two candy manufacturers who distribute nationally through branches in various sections of the country.

"Get down to fundamentals and look at the final profit angle rather than the maximum volume," says, A. J. DuBois, of the Campfire Corporation, manufacturer of marshmallows. "We have three shipping points, one in the East, one in the Middle West and one on the Pacific Coast. We determined that within a certain radius, about 1,000 miles from our Chicago plant, it was profitable for us to ship our products with full freight allowed. We consequently pay freight within this radius which takes in a good portion of the larger trading centers of the country. A manufacturer desiring national distribution has to have

an organization capable of handling its products on a national basis, which means prices almost identical in every point of operation, and if necessary branch shipping points. Of course, a manufacturer looks for most of his profits outside the item of freight which means adequate internal management, equal if not superior to that of competitors."

"Inequalities will always exist in delivered prices unless all freight is prepaid by the manufacturer," says a national candy manufacturer who does not wish to be quoted by name. "We have reduced, not eliminated, freight inequalities by establishing distributing branches where goods are shipped F.O.B. Branch, thereby reducing the freight charges to the most distant points from the branch. But in a small degree the inequality is applied to those served from the branch. This gives quicker service at less cost to the buyer."

Equally emphatic in favor of an "F.O.B. Factory" policy with the jobber paying all the freight is F. W. Pugh, sales manager of the Chocolate Sales Corporation, general sales agent for Hershey products.

"The manufacturer in this case should sell his product F.O.B. Shipping Point and without making any freight allowance. His customers located at a considerable distance from the source of the goods should figure the freight charges into the cost of the merchandise and make their selling price accordingly," says Mr. Pugh. "We have certain goods priced at 65 cents F.O.B. Hershey, Pa., and the jobbers sell them in eastern Pennsylvania as low as 70 to 72 cents to the retail trade. The same goods costing jobbers farther away more freight are sold to the retail trade at proportionately higher prices, for instance, 75 and 85 cents.

"A factory located in New York should certainly not penalize its New York customers to help bear the freight expense to the Pacific Coast, the Middle West or elsewhere. If we were a New York customer of a New York manufacturer and he were to charge us \$1

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for an article which he also sold at \$1 to trade in St. Louis or the Pacific Coast, we would think our nearness to that manufacturer's factory would entitle us to a better price if he could afford to sell the goods at \$1 delivered in St. Louis.

"Manufacturers have to contend with local competition and if the production costs of the New York manufacturer are the same as the St. Louis manufacturer how can the New York manufacturer hope to meet the St. Louis manufacturer in the latter's immediate territory or vice versa? It should be obvious to either manufacturer that he is extending the field of his operations too far.

"Why should the manufacturer in this case endeavor to undertake in this country something which he could not were he exporting goods to foreign countries where freight, duty and insurance would be a factor and the foreign customer would have to figure all such expense into his cost and make his selling price accordingly?"

The views of Mr. Pugh are seconded by Walter H. Belcher, vice-president and director of sales of the Walter M. Lowney Company, of Boston, who says: "If the manufacturer had a perfectly clear field with no previous commitments along the lines of the problem, he should sell F.O.B. New York without freight allowance and should make very stiff efforts to interest the jobbing trade within a comparatively low freight area, say a territory bounded by Detroit, Cleveland, Columbus, Pittsburgh, Lynchburg and Norfolk, with the argument that nearby points are not suffering on account of the averaging of freight rates so that some of the more distant points may be taken care of. To this end salesmen should be posted on freight rates to different points.

"On the other hand, presuming that the manufacturer is suffering from competitive conditions produced by excess productive capacity with consequent freight allowances, he should hold his own under his present freight allowance of 50 cents a hundred pounds and ship in pool cars so that his 50-cent al-

lowance may get as great a radius as possible. Rather than increase the 50-cent freight allowance, assuming that it could be increased if necessary, the manufacturer should consider the question of warehousing, providing suitable cooled facilities could be obtained, and so make F.O.B. Warehouse prices in various sections of the country."

As opposed to those sales managers who favor a prepaid freight policy and those who prefer an F.O.B. Factory policy with the jobber paying the freight, are those who believe that the consumer demand for the product and the amount and character of the competition effecting the product should determine whether an F.O.B. Factory or a delivered price should be employed in the case of the company under discussion. The individual circumstances would have a decided bearing on the case, say these sales managers.

"There are two possible solutions to this problem, either an F.O.B. Factory basis or a delivered price basis," says W. A. Goebel, general sales and advertising manager of the Wilbur-Suchard Chocolate Company, Philadelphia. "Any in between policy is bound to result in inequalities, although a partial freight allowance will certainly break down sales resistance in a great many cases. Those candy manufacturers who are making freight allowances within certain limits are, no doubt, justified in their action based on their individual sales problem.

"Any candy manufacturer whose product enjoys a consumer demand can very easily adopt an F.O.B. Factory policy but the manufacturer who has to more or less depend on the sales effort of his jobbers has to remove every possible sales obstacle in order to sell his product.

"The question is an individual problem. The manufacturer who does not have a consumer demand is justified in making a freight allowance provided his gross profit will permit him to do so.

"The only way the question of granting freight allowance can be

settled would be when the industry as a whole would be on a F.O.B. Factory basis, but we are far from a millennium of this nature."

"The solution to this manufacturer's problem depends on his competition," says E. F. Chambers, general sales manager of the Cracker Jack Company, Chicago. "While our price to the wholesaler is the same whether he is in Chicago or Dallas, Texas, the circumstances might be altered if we had serious competition like the New York manufacturer undoubtedly has.

"It seems to us that the most logical policy would be an F.O.B. Factory basis. He would have no complication about freight allowances; but again, his competitors might have a freight allowance plan that would be influential in their securing business. The problem is not simple or easy to solve."

Supporting the New York manufacturer in its existing policy of making freight allowances to its customers, H. C. Godfrey, sales manager of Bunte Brothers, confectioners, Chicago, states: "Our policy is to make freight allowances up to a maximum of \$1.50 a hundred pounds in marketing our products in all sections of the United States.

"In far away points, we have been able to overcome the competition of local manufacturers by offering products of superior quality. The easiest way to overcome opposition is with better quality merchandise. The consumer will always accept and pay the price for better merchandise.

"By giving our entire line on an exclusive basis to good live jobbers who will get behind it, promote its sale and make a legitimate profit, our distributors have been able to get their price irrespective of competitors' prices because they are selling merchandise of superior quality that the consumer is glad to buy and pay a price for."

Summarizing the comments on this problem, the majority of commentators agree that such individual circumstances as the amount of demand for the product, the character of competition, the attitude of jobbers, all have a direct bear-

ing on the freight policy employed. The establishment of warehouse stocks at centrally located distributing points has served to reduce inequalities in freight costs and has enabled some manufacturers to reduce their shipping costs to an extent which has justified them shipping F.O.B. Warehouse. The manufacturer with consumer demand and little dependence upon jobbers for sales aid need be little concerned with freight allowances. While this problem may never be considered "solved" by any one manufacturer, the comments reveal a number of logical ways for bettering the freight policy of the manufacturer.

Appoints Harlan Agency

The Gertner Manufacturing Company, Cincinnati, electric beverage refrigerators, has appointed the Jesse R. Harlan Company, advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used.

With Composing Room, Inc.

Robert L. Leslie, formerly with the Enmore Linotype Company and, more recently, with the Stratford Press, has been appointed sales director of advertising typography of The Composing Room, Inc., New York, typesetting.

New Nevada Paper

The Desert Sun is the name of a new seven-day morning newspaper which will be published by the Desert Sun Printing Company, Inc. The new paper will cover territory in the vicinity of the Boulder Dam project.

I. M. Shafrin with Baumgarth

Irvin M. Shafrin, for four years copy director of the C. E. Falls Service Company, Chicago, has joined The Baumgarth Company, South Bend, Ind., as manager of the creative direct-mail department.

New Account to Buchanan

The Sight Feed Sales Company, Dayton, Ohio, has appointed the Buchanan Advertising Company, Inc., of that city, to direct the advertising of its acetylene generators, trucks and lights. Business papers and direct mail will be used.

New Account to Moss-Chase

The Spencer Kellogg & Sons Sales Corporation, Buffalo, N. Y., vegetable oils, has appointed The Moss-Chase Company, advertising agency of that city, to direct its advertising account.

Sunday Advertising IN PITTSBURGH

First 5 Months of 1931

Figures by Media Records, Inc.

	THE PRESS	Other Paper
Retail Display . . .	886,602	787,085
General Display . .	229,388	171,923
Automotive Display	146,471	171,260
Financial Display .	16,563	13,829
Total Display . .	1,279,024	1,144,097
Classified	563,856	333,039
Legal	242	253
Total Advertising	1,843,122	1,477,389

Exclusive of advertising in national magazine distributed with other paper.

The Pittsburgh Press

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

Typical Post Homes in the Price Hill district of Cincinnati. Four out of the five in the picture are inhabited by daily readers of The Cincinnati Post.



A FEW years ago when Cincinnati was in the doldrums, dreaming of good government and the shining heights, but hopeless of making this dream a reality, The Cincinnati Post formulated a definite course of action.

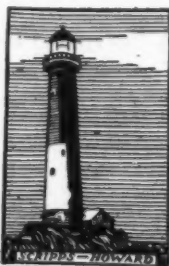
The Cincinnati Post suggested the City Manager form of government for this worst governed city in the United States.

Leading citizens took up the idea. And while the Post, alone of all Cincinnati newspapers, led in its editorial support, these men gave of their time and money.

POST CIRCULATION

City and Suburban	144,702
O K Market	163,467
Total Circulation, more than . .	181,000

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
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and of MEDIA RECORDS, INC.

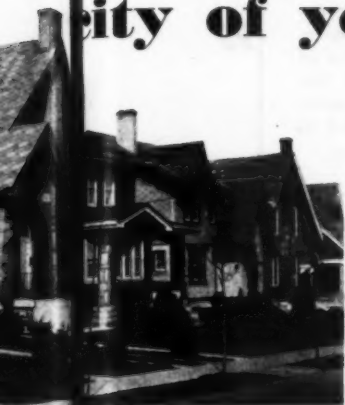


The Cincinnati

SC

TIONA
WSPA
CAG
TROI

This way lies the city of your dreams"



One morning in November, 1923, Cincinnati awoke to find that it had a new government — a government which has

the decency made it the best governed large city in the United States.

A few months ago, this same type of government was applied to the county, which had been under the control of one political party for an uninterrupted forty years.

Managed by a group of citizens which reads The Cincinnati Post.

You can best reach the influential, progressive citizen in Cincinnati with The Cincinnati Post, read by more than 62 per cent of the Cincinnati market.

h Cincinnati Post

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY
CHICAGO . SAN FRANCISCO . LOS ANGELES . DALLAS
TROY . PHILADELPHIA . BUFFALO . ATLANTA

« In the final analysis there are but two factors that determine the real value of any journal as an advertising medium. First, the combined purchasing power of all its readers. Second, the confidence such readers have in the printed word as it appears in this journal. »

York County Pennsylvania

is a rich, prosperous community at all times. The readers of

The York, Pa. Gazette and Daily

are the cream of this clientele and have extraordinary confidence in this particular newspaper.

Howland & Howland, Inc.

National Representatives

NEW YORK

CHICAGO

393 Seventh Ave.

360 N. Michigan Ave.

P. S.—Right now the Pa. P. & L. Co. is building a thirty million dollar hydro-electric plant across the Susquehanna river between York and Lancaster Counties.

Fourteen Ways of Covering Sales Territories More Profitably

Present-Day Methods That Have Been Put to Work in the Interests of More Efficient Selling

II

By E. B. Weiss

IN the first instalment of this article, which appeared in the June 25 issue, it was explained that PRINTERS' INK recently asked 100 sales executives, in a wide variety of industries, what they were actually doing this year to cover sales territories more economically, more efficiently, and more profitably.

The information gathered in this survey, when analyzed, broke down into fourteen methods of covering sales territories more profitably. The methods already covered are:

1. Division of prospects and customers into various classes and arranging salesmen's calls according to this classification.
2. Rearrangement of territory—making individual territories larger or smaller.
3. Planning for the more intensive coverage of outlying territories.
4. Organization of more effective field supervision.
5. Inducing salesmen to reside in the center of their territories.
6. Organizing the home office.

7. Improved statistical knowledge of territories.

The importance of better statistical knowledge of territories, which takes in improved records of trading areas, of customers and of prospects, has already been emphasized in several of the preceding sections. For example, reference has been made to the Western Clock Company's plan of surveying the buying power of each territory and then comparing these figures with actual sales. We have also explained how the maker of Westclox has gone over every account on its books and classified them according to previous buying power and according to buying potentialities. Similar facts have been given with regard to the plans of The Drackett Chemical Sales Co., maker of Drano, of a radio

manufacturing company, and of a large baking powder company.

Then there is an organization in the candy bar field, whose general sales manager says: "We are breaking down each territory, making a closer analysis of sales gains and losses by territories." The vice-president of one of the largest dairy food companies says: "Present conditions have compelled careful scrutiny of territories. In some cases, we have made readjustments tending toward greater economies in traveling expenses and cutting out unnecessary detail work. We have compelled our salesmen to make a minute analysis of all sales outlets."

And finally there is the jewelry company which has put some of its idle clerical workers on the job of assorting every bit of available information concerning prospects and concerning customers who have bought during the last ten years. The former customers who strayed from the fold are being made the basis of a special personal selling campaign based on detailed information compiled before the salesman's visit. The salesmen are expected to see a certain number of these former customers on every selling trip—no excuses accepted. With the aid of the statistical and factual information with which they are supplied, the men are uncovering an encouraging amount of extra business.

8. Replacements to strengthen personnel.

This is one of the cruel and yet seemingly necessary features of any reconstruction period. A macaroni company's sales manager puts it this way: "About the most important move we have been making has been replacements to strengthen our sales personnel. As

everyone knows, competition today is keener than it was a year or so ago. A stronger type of salesman is required and therefore we have been endeavoring to improve our sales organization in all sections as much as possible.

"We have not made any retrenchments by way of reducing our sales force, nor have we any intention of doing so. We are merely checking our men a bit closer than in years gone by, and making certain that we get good, faithful service, and an honest day's work from each one of them."

9. Reduction of salesmen's expense through effective control systems.

Salesmen's expense systems are being revised these days so that more effective control may be exercised by the home office. In addition, the salesmen are being made the focal point of campaigns of education along the lines of expense reduction.

Thus, D. H. Steele, vice-president of Wilson Brothers, Chicago, says:

"In the months of January to April, 1931, inclusive, we effected a saving of 15.1 per cent in our salesmen's traveling expenses. This is exclusive of salaries or commissions and covers, I believe, exactly the same number of territories as we had a year ago. There may be one less but it is almost an exact comparison. Our men have traveled, if anything, more miles since January 1 than they did in the same period last year.

"There has been no spectacular method applied to secure this saving. It is due principally to a stricter pressure on each individual salesman to economize. In some cases, we have secured reductions in hotel rates by use of letters from headquarters. In no case have we authorized or encouraged our men to travel or live on a cheaper scale or to employ sample rooms which are not consistent with the dignity of our lines. We have tried to stress to them that it is not undignified to be economical."

(An article explaining how twenty-five manufacturers are

handling this problem of salesmen's expenses appears in the July issue of PRINTERS' INK MONTHLY.)

10. Providing salesmen with cars or with allowances with which to operate cars.

A surprisingly large number of sales executives told PRINTERS' INK that a plan of giving salesmen cars, or encouraging the salesmen to buy their own cars and then giving them an expense allowance, has been a most effective way of cutting down territorial expenses and coincidentally increasing efficiency. Merely to cite a single instance, the Paterson Parchment Paper Company, in a letter from C. H. Cashmore, treasurer, reports: "We find that by the use of cars our salesmen are able to cover their territories more frequently and thoroughly."

And in this connection, we received confirmation from an unexpected source—a salesman selling novelty jewelry in New England, traveling out of New York City. This salesman is paid on a straight commission basis—10 per cent on net sales. Ever since spring, he has been using his own car to cover his territory. He hires a chauffeur, pays him a good weekly salary, pays for the chauffeur's food and lodging while on the road, pays all of the automobile expense out of his own pocket, including car depreciation, and still finds that, figuring everything in, he is better off than traveling by train. (This salesman has to travel from three to five bulky trunks of samples.)

11. Getting home office executives to spend more time on the road.

The General Motors organization is an outstanding example of a company that believes in and urges its chief executives to get away from their desks. From Alfred P. Sloan, Jr., down, the General Motors executives travel almost continuously.

Wilson Brothers also "encourage department heads and senior executives to spend a greater amount of time on the road working with the men and making direct contacts."

Telling salesmen how to sell is being replaced by the practice of

showing them how to sell. The latter is usually more convincing and therefore more lasting.

12. *Elimination of unnecessary detail work by salesmen.*

In the section devoted to "organizing the home office," this feature was touched upon. It was pointed out there, that overhauling the home office may be an essential in any effort to improve conditions out in the field and, of course, the most important feature, in this connection, is arranging home office matters so that salesmen are relieved of the burden of unnecessary detail work.

A furniture manufacturer writes that, for years, his salesmen have been expected to fill in rather cumbersome daily reports. When expenses had to be cut, these reports were looked into and it was found that they were simply the hang-over of a sales management regime of some years ago which had misunderstood voluminous reports for scientific sales supervision. The reports were skeletonized with the result that the salesmen had more time for selling and the internal staff more time for constructive planning and actual co-operation with the field force.

Furthermore, several manufacturers stated that they are no longer asking their salesmen to spend so much of their time in resale work. One of these manufacturers expressed the belief that the retailers with whom his salesmen had spent the greatest amount of time on resale work were the very merchants whose business, because it was so small, represented an actual loss to the producer. This manufacturer, as a consequence, has instructed his salesmen to confine their resale work, which takes in such matters as helping with windows, helping with local advertising, putting on special demonstrations, etc., to the larger and more profitable retail accounts. By taking the salesmen off this sort of detail work, their available time for profitable selling has been increased by almost 50 per cent.

13. *More scientific routing of salesmen.*

Says C. M. Piper, vice-president of the Johnson Motor Company:

"There is nothing more expensive than the time consumed by a salesman in getting from one dealer to another, unless it is the time used by our salesman in talking politics, crops and general conditions when he is in the dealer's place of business. These two time wasters are the curse of a sales organization.

"In working with our sales organization with a view to making it as efficient as possible, we have stressed the time to be saved by proper routing and the time to be saved by discussing the business which brings the salesman to the dealer. Our two main rules have been to train our men to route themselves so that the smallest possible amount of time is spent going from one dealer to another, and to avoid any discussion of any kind when in the dealer's place of business, except that of the business of this company.

"Constructive salesmanship is selling goods—anything else is a waste of time, and a waste of time is costly now."

Another phase of this sort of work has already been covered in the section on inducing salesmen to reside in the center of their territories.

A third phase revolves around the plan of statistical studies of territories and consequent rearrangement of territories and re-routing of salesmen so that they call on only certain types of dealers. This phase has been covered in sections one, two, three and seven.

14. *New methods of salesmen's compensation.*

There has seldom, if ever, been a time when salesmen's compensation plans have been more in a state of flux than during the last six months. One company, making a furniture specialty line, reports that in territories that are distant from the factory, and in which it is at a disadvantage due to high freights, it has put its men on a straight commission basis and urged them to include other lines in order to earn a satisfactory income. Another company has dropped a complicated point system and adopted straight salary.

These changes, and others of

which we have been told, may all be justified not only by the present temporary conditions but by the long-term outlook. However, if there is one phase of sales management that has been tinkered with solely with an eye to the current state of affairs, instead of with a look ahead, it has been this matter of salesmen's compensation.

The reason is obvious: There is no easier way to make a prompt savings in sales costs than by lopping off a certain percentage of the salesmen's income. It makes unnecessary any heavy thinking—the thing can be done at a stroke of the pen, and the pen-wielder is then free to take the afternoon off for golf.

Yet, the fact probably is, in by far the majority of cases, that the salesmen's commission system should be the last thing tampered with unless the problem is approached not from the angle of reducing the salesman's earnings, but from the viewpoint of increasing his profit-making potentialities to the company.

For example, a soft drink company has developed a compensation plan that is based on the turnover of the more profitable numbers in its line. The salesman on this force who sells exactly as much of each item this year as he sold last year will make the identical income. But those salesmen who sell the more profitable numbers in larger volume will increase their income. Thus the salesmen are spurred on to more intensive and more selective efforts, while the company stands to profit to the extent that the more profitable items are turned over.

This sort of revision of salesmen's compensation plans is logical at any time. Changes that are made, however, simply as expedients, are likely to undo the sales organization development work of years and probably not even result in the immediate saving that was expected.

* * *

And now for a miscellany of ideas, some of which could be grouped under one or more of the fourteen classifications and others

which are somewhat difficult to classify:

Edwin M. Fleischmann, president, May Oil Burner Corp.: "We have given less contact to some of our small accounts and, apparently, this so far has not affected our business with these organizations in the slightest. We are, however, on the other hand, rendering considerably more sales, advertising and merchandising assistance to our large accounts who are able not only to appreciate, but actually use to advantage our elaborate direct-mail and promotional campaign. We find that results obtained are very satisfactory, as our business this year is ahead of last year's, with expenses cut."

Vice-president, large national dairy products company: "Our most effective work has been that of having our so-called detail men spend more time working in and with the better retailers. They assist with the preparation of master displays of all kinds of our cheese and mayonnaise products, enabling the retailer to present a wider variety in such a striking manner as to compel public attention. A careful selection of merchants for this sort of work has resulted in sales increases of from 50 to 100 per cent in these particular stores."

Arthur H. Boylan, assistant sales manager, The Drackett Chemical Sales Co.: "We have instinctively tightened up in our sales work since the depression. We study each trading area for early signs of slipping and dispatch our salesmen to these points when such signs appear. We study individual customers and carry on perhaps more than the usual amount of correspondence with key distributors regarding the record they are making as our distributors."

D. H. Steele, vice-president, Wilson Brothers: "It has been our experience that the development of new and different merchandising ideas which the customer can apply to his own store has been most effective in securing the buyer's interest. In our industry, at least, most of the stores have been so preoccupied with sharp-shooting

and the cut-price appeal that any constructive suggestion from the manufacturer has had a flavor of novelty. Two of these events of major importance in our spring merchandising were the Spring Value Demonstration and The July Foursome."

President, prominent women's undergarment company: "We have been making a determined drive to lessen the number of 'missed' calls by our salesmen. It stands to reason that the salesman who finds his customer or prospect away from the office for any reason, or simply unavailable for an interview, has wasted his time completely.

"To cut down these 'missed' calls, we are doing a number of things. For example, we have our salesmen report these 'misses' to the home office, so that they can be followed up from here. We have them send out advance cards. They are instructed to route their calls at least two weeks in advance and we urge them to make liberal use of the long distance telephone in arranging definite appointments.

"These represent only a part of the campaign we are conducting in our goal of 100 interviews for every 100 calls. Of course that represents a sort of selling Utopia and we shall never reach it. However, we have already made astounding progress in cutting down 'missed' calls and, as we view it, we have increased our sales force by 15 per cent without actually adding a single salesman. What I mean is that our men are making that many more completed calls."

* * *

As was pointed out early in this analysis, there are many more than fourteen ways of covering sales territories more profitably. Not covered in this report are such plans as switching sales territories among the salesmen, the use of junior salesmen, better planning and timing of direct mail between salesmen's visits, making sales and advertising interlock, dividing salesmen's time between old customers, new customers and prospects, etc. However, the fourteen methods listed and discussed com-

prise the cream of the plans that are most feasible for the general run of businesses. As such, they warrant study and experimentation by sales executives in all lines.

A. D. Hunter with Butler Paper Company

A. D. Hunter, for the last two years president and general manager of the Maverick-Clarke Litho Company, San Antonio, Texas, has joined the Butler Paper Company, Chicago. R. P. Grieve, vice-president of the Maverick-Clarke company, succeeds Mr. Hunter as general manager.

New Sports Publication for Northwest

The Northwest Sportsman is the name of a new monthly publication, published at Seattle, devoted to fishing and hunting sports in the Northwest. Ken McLeod, formerly with the *Seattle Post-Intelligencer*, is editor and Jackson R. Conley is business manager.

J. M. Segl with Arizona Printer

James M. Segl, formerly president of Advertising Counsellors, Inc., Philadelphia, and editor of "Poor Richard's Almanack", has been made head of the advertising service department of The Manufacturing Stationers, Inc., Phoenix, Ariz.

National Decalcomania Has New York Sales Office

The National Decalcomania Corporation, Philadelphia, has opened a sales office at New York, located at 22 East 17th Street. H. Kenneth Lackie, J. Ray Raesly and Fred Sutton are representatives at the new office.

F. A. Smith with "Packaging Record"

Frank A. Smith, for five years with the *Paper Trade Journal*, New York, and, before that, with *Motor Boat* and *Rayon*, has been appointed advertising manager of *Packaging Record*.

National Studios Add to Staff

Samuel L. Natloff, formerly with the Central News Bureau, and Ted Spargo, formerly with Underwood & Underwood, have joined National Studios, Inc., New York. Mr. Spargo will be in charge of the photographic illustration department.

Coffee Account to Coolidge

Tone Brothers, Des Moines, manufacturers of Old Golden coffee, have appointed the Coolidge Advertising Company, of that city, to direct their advertising account.

D. L. Brown and Wade Werden Join Geyer Agency

David L. Brown and Wade Werden have joined The Geyer Company, Dayton, Ohio, advertising agency. Mr. Brown, who joins the Geyer agency as an account executive, was formerly with the New York office of Lord & Thomas and Logan, Inc., and, before that, was with the Goodyear Tire & Rubber Company.

Mr. Werden, who becomes copy chief of the Geyer organization, has been for the last two years director of production of Fuller & Smith & Ross, Inc., Cleveland advertising agency. He has also been with the Chicago office of the J. Walter Thompson Company, Inc., and with the Batten, Barton, Durstine & Osborn Corporation, Chicago.

New Business at Philadelphia

Robert I. Erlichman has formed a new business at Philadelphia under the name of the Publicity Service Corporation, with headquarters at 10 South 18th Street. The new company will design and compile catalogs for the automotive trade, conduct a monthly mat service, and publish the "Buyer's Bargain Guide" to be mailed to dealers in automotive accessories.

W. J. Reilly Again with "Cine-Mundial"

William J. Reilly, who at one time was with the Chalmers Publishing Company, New York, as advertising and sales promotion manager of *Cine-Mundial*, has again joined the Chalmers organization as merchandising manager of *Cine-Mundial* and other publications represented by Chalmers-Ortega.

R. C. Nichols, Pacific Coast Manager, Meredith

The Meredith Publishing Company has appointed Ray C. Nichols as Pacific Coast manager at San Francisco, succeeding H. P. Houston, resigned. Mr. Nichols has been associated with the Meredith organization for more than five years as a representative and later in a sales promotion capacity.

Kenneth Parker to Direct Parker Pen Sales

Kenneth Parker, vice-president of the Parker Pen Company, Janesville, Wis., has been appointed director of sales. This is in addition to his former duties as advertising and export manager. He is the son of George S. Parker, founder of the company.

Appoints Powers & Stone

The Auto Truck Food Distributor, Chicago, has appointed Powers & Stone, publishers' representatives, Chicago, as its Western advertising representatives. Bradley & Crawford, publishers' representatives, New York, will continue to handle the Eastern territory.

Roger Miller Starts Own Business

Roger Miller, for several years vice-president of Grove Park Inn, Inc., Asheville, N. C., has resigned to assume the presidency of a new organization directing advertising and business promotion for Southern resorts and convention resorts and convention hotels. General offices will be located in Asheville.

Cee-Bee Laboratories to Brisacher

The Cee-Bee Laboratories, Ltd., Cee-Bee cleaning compounds, has appointed the Los Angeles office of Emil Brisacher & Staff to direct its advertising account. Direct mail, magazines and business papers will be used.

Jaeger Account to Cutajar & Provost

The Jaeger Company, New York, distributor of English wool garments and operator of stores in New York, Philadelphia, Boston and Chicago, has appointed Cutajar & Provost, Inc., New York advertising agency, to direct its advertising account.

C. K. Gittings Joins Mogensen

C. K. Gittings, formerly with the Chicago office of the St. Louis *Post-Dispatch* and, before that, with the Omaha *Bee-News* and the United Press, has joined the Chicago office of M. C. Mogensen & Company, Inc., publishers' representative.

Appoints Moss-Chase

The Buffalo Bronze Die Cast Corporation, Buffalo, N. Y., manufacturer of Dur-Var bearing metal and lawn sprinkling systems, has appointed The Moss-Chase Company, advertising agency of that city, to direct its advertising account.

Appoints Los Angeles Agency

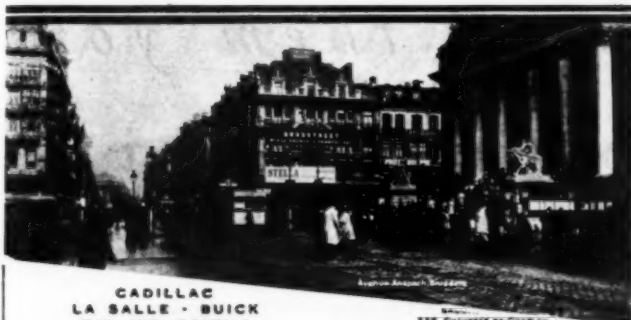
The Vee-dex Corporation, Los Angeles, pharmaceuticals, has appointed the Milton Weinberg Advertising Company, of that city, to direct its advertising account. Newspaper and radio advertising are being used.

To Represent Railway Magazine

W. H. Peirce has been appointed advertising representative of the *Canadian National Railways Magazine*. He will have his headquarters at Toronto.

Acquires Max Lau Colortype

Michael Tauber & Company, Chicago, have purchased the assets of the Max Lau Colortype Company, of that city, from Frank M. McKey, trustee in bankruptcy.



**CADILLAC
LA SALLE - BUICK
OAKLAND - PONTIAC**

8-12 & 16 CYLINDRES DE LUXE

PRODUCTION DE GENERAL MOTORS CORPORATION

ÉTABLISSEMENTS

Téléph. 37 31 20-14 Lignes
Compte Chèques : 210.29

SEUL AGENT
COUSIN ET FILS
BRUXELLES

MAISON FONDÉE EN 1888

238 CHAUSSEE DE CHARLEROI
ET PLACE STROMBECK
GARAGES & ATELIERS DE RÉPARATIONS
ENTRÉE: RUE NORD, 29
SURTOUT CADILLAC ET LA SALLE
COUP LE SERVICE DE RÉPARATIONS DE JOUR
2, BOULEVARD DE DIXMUEDE, 2
Téléphones: 17 83 25 12 Lignes

PAUL E. COUSIN

SOCIÉTÉ ANONYME CAPITAL ET RÉSERVES 8.000.000 DE FRANCS

BRUXELLES, le 26 May 26, 1931
237 CHAUSSEE DE CHARLEROI

AMERICAN EXPORTER
370 Seventh Avenue,
New York, U.S.A.

Gentlemen:

In **AMERICAN EXPORTER**, page 48, we have seen an article concerning a Portable Electric Saw manufactured by the Company. As we have not found this firm's address, we beg to request that you be kind enough to forward this letter to them asking for the price of a Portable Electric Saw for a 150 volt alternating electric current.

The saw in which we are interested is the large model equipped with a 270 mm blade.

Awaiting the favor of your advice, we remain,

Very truly yours,

Paul Cousin, Managing Director
ÉTABLISSEMENTS PAUL COUSIN
237 Chaussée de Charleroi
Brussels, Belgium

PC/TH

THE LARGEST AUTOMOBILE DISTRIBUTOR

in Belgium sends this inquiry based on an item in our edition in French. Incidentally Belgium this year is the best overseas market for American cars.

Our readers are your buyers abroad

AMERICAN EXPORTER

World's Largest Export Journal - - - 54th Year
370 Seventh Ave. New York

Send them your by Special

AN OPEN LETTER TO THE CLEAR-THINKING BUSINESS MEN OF AMERICA . . . Seventh of a Series

IF ANY business has good news for the great American home—and a clear sense of the value of time, that business must consider the advertising columns of *The Literary Digest*—and the sooner the better!

For very good reasons . . . the *Digest* is special messenger to the ruling families of the nation. Not only the speediest carrier among magazines but also the bearer of wanted and trusted news and views.

Its method is fast and sure. Often you find at the head of a *Digest* article reference lines like this—"A poll of the Spanish, French and British press *by cable* on the pregnant events in Spain brings significant comment." It is common custom for the *Digest* to use the telegraph and cable for a poll of important newspapers. Regularly, *Digest* editors study more than 5,000 newspapers and periodicals to be sure of the truth, the whole truth and nothing but the truth.

Readers of the *Digest* expect—and get—equally crisp and interesting news in the advertising col-

umns. News of motors and ocean liners, of foods and household goods, of building materials and bonds, alongside news fresh from the world of events.

No other magazine offers the *Digest's* service to advertisers. Think of the audience—that sound, steady, middle group of 1,400,000 families, people of property and position. An alert, active, always-buying crowd. Families whose living standards are maintained—in high times and in hard times.

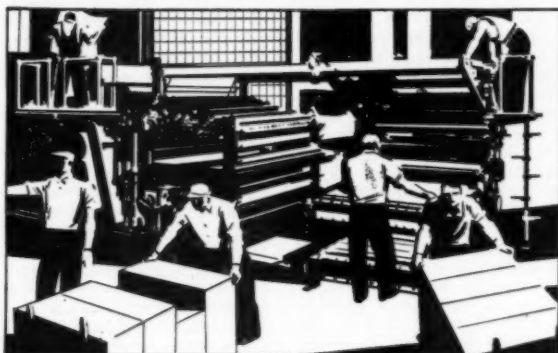
Think of the *Digest's* grip on the minds of that audience—as shown by its 10-year average of more than a million circulation, its high rate of renewals and the largest subscription revenue of any magazine.

Think of the *Digest's* immediacy—with a press-date only a week in advance of appearance. Then, take advantage of all these advantages. If your business has something to sell *now* to the people who have much to buy *now*—send them your very latest news, *by special messenger*.



S O U N D I N G B O A R D O F

very latest news— Messenger



"The Literary Digest is known to students of the publishing business as the sounding-board of American opinion. No other periodical in history has held a similar place. Time after time, its finger laid on the pulse of the people has been the one true index of national sentiment."

The Literary Digest is close to the life of the times, offering immediate national publicity to the advertiser who has a message of immediate national interest. It goes to press only seven days before delivery—thus having the speed of a weekly newspaper, plus its power as the leading news magazine. . . . The Digest enters the best million homes with telephones, a market

which buys two-thirds of all advertised commodities, and buys them first. It reaches 36 per cent of all families with incomes of \$10,000 and up. Its list of subscribers is a roster of ready buyers in the upper-income brackets. . . . For 1931, advertisers buy a guaranteed average circulation of at least 1,400,000 preferred prospects.

The Literary Digest

A M E R I C A N O P I N I O N

How Artists Contribute Merchandising Ideas

The Industrial Stylist Takes the Place of the Factory Designer

By Roy Sheldon

Of Calkins & Holden, Inc.

AT the motor boat show in New York this winter, Egmont Arens, who has done considerable seafaring himself, got to talking with a professional designer of boats. The conversation turned on the furniture styles used in yachts and cruisers. Modern and period styles were discussed and the technical designer expressed some very emphatic ideas. Modern furniture, according to him, was out. There was one style, however, that was right for boats—Queen Anne. He had been through the best schools of marine design and he knew. The schools said so. It was in the books and that settled it.

Now if the logic had been that Queen Anne was a swell sailor and knew her yachts, and therefore her furniture was especially adapted to boats, it would have been fairly innocent nonsense. But it wasn't any such human point of view. It was the assumption of a thoroughly bookish authority and such an attitude is vicious because it leads to stagnation. It is ingrowing and stultifying because it takes for granted that the schools, the book, know all there is to be known about art.

They don't. They may know a great deal about history, including the history of art, but that has very little to do with the actual living art the designer needs to know. It has even less to do with next season's motor boats, because it completely ignores the consumer. It has no relation to the lives of the people who use motor boats, their needs and desires. And, incidentally, it overlooks the fact that they are the people who buy motor boats, cruisers and yachts.

The material for this article is from a book, "Consumer Engineering, A New Technique for Prosperity," by Calkins & Holden, Inc., to be published in the fall by Harper & Brothers.

The manufacturer is not selling his boats to professors and librarians. He cannot afford to accept the dictates of a book or a school as his guide to present living, because motor boating is newer than the book. *If he designs his product for those ex-consumers who now inhabit cemeteries, his business will soon go to join them in the graveyard.*

This does not mean that his designer must throw away his drawing-board and go dashing off to Newport in a yachting cap. It means, rather, that he must stick to his drawing board and his technology. He has enough to do in perfecting the mechanism and function of the boat as a machine.

But the people who buy that machine are going to live in it. It is their playground and their home for a time. They have to sit in its chairs and look at its decoration.

Mrs. John Yachtsman will have a great deal to say about the human, livable qualities and arrangements of whichever boat is bought, and her choice will not be based on its mechanical perfection. Its housekeeping qualities, its beauty, its livableness are what appeal to her. She takes it for granted that it will run. Therefore, to fit the product to the consumer's needs and desires, those phases of the yacht or cruiser which have to do with the human equation must be solved by the artist *who has gone to work as a business man.*

This industrial stylist, for all his practical genius, must remain a very human person or he will lose the most precious thing he has to contribute to industry—his creative imagination. Without this faculty he loses nine-tenths of his usefulness and becomes subject to the same limitations which so often characterize the technical designer.

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Therefore, it is essential that while he keeps business hours he must not forget that his business has to do with human emotions. He studies reactions, but they are not the reactions that take place in a test tube. His laboratory is out in the world among living people; working and playing people.

Fortunately, this artist can and does keep his fresh point of view, because he is never dominated by the machine. Unlike the factory designer who works always in terms of the same product and the same machines, the industrial stylist, in the very nature of his work, must watch all phases of our progress. This month he is working on a gasoline pump, next month on a new line of cosmetics, the month after on the railway train of the future.

His knowledge increases as he works, his ideas are stimulated and co-ordinated, his imagination is constantly called upon. He does more than decorate. He makes suggestions that give the product a wider usefulness, a stronger appeal to the consumer.

The new bath towels, with their all-over color designs which have become so popular lately were the result of true industrial styling. The manufacturer appealed to his factory designers for something new in bath towels to stimulate sales, but his own artists, working within the limits of the machines in his factory, could produce nothing original.

He called in Virginia Hamill, an independent stylist who knew practically nothing of the technical details of the manufacture of bath towels but a great deal about the tastes of the American housewife and her interest in interior decoration. This

artist submitted designs with colored motifs not limited to bands at the ends of the towel but extending freely over the surface. The manufacturer objected that his machines could not possibly produce such a towel.

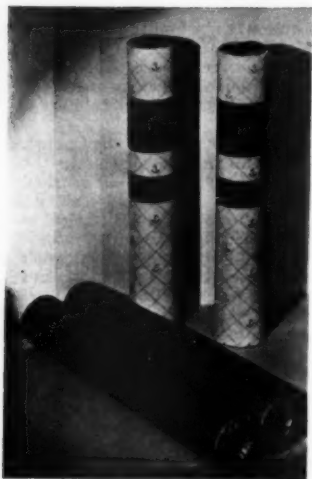
"All right," said the artist, "change the machines. Here is the new towel styled for your market. That's what you want, isn't it? Good. Now it's a lot easier to change machines than to change markets. If your machines won't produce what women want, let's get some machines that will."

After some hesitation, because the manufacturer estimated that the cost of the change and the new method of production would raise the price of the towel to \$3 each, it was decided to risk the experiment. The new towels were produced and put on the market. Their acceptance by the housewife was immediate, and created a demand of such volume that they now retail for 50 cents. Moreover, other manufacturers of bath towels have not been slow to take advantage of the stimulated demand and the old white bath towel begins to look strangely antiquated.

The artist has served his apprenticeship in industry. He has learned to use the machine. When Kem Weber conceived the idea of a new method of constructing furniture, using the "Bent Lock" principle, he did not spend his time in his studio making a few models. Nor did he go to a cabinet-maker and have several pieces produced. He went to a fur-



*A Salmon Can
Designed Not Only
in Terms of the Kitchen,
But for Its Display Value on
the Grocer's Shelf*



The New Cylindrical Package for This Mulch Paper Has Been Styled to Suggest Gardening

niture manufacturer, convinced him of the solidity and utility and economy of the "Bent Lock" principle and together they worked out the mass production of a whole line of household equipment.

And, incidentally, they found that they had more trouble with the artisans, who were cabinet-makers, than with the machines. So they not only changed the machines to do the job, they also changed the workmen. They put mechanics in to run the machines and not to criticize the design of the product.

Has the artist changed his spots and become "practical" overnight? If so, is he still an artist? Don't the two temperaments invariably conflict? Not at all.

As a matter of fact, from the very beginning of time the artist has been practical. He has made things with his hands and made

them well. He was singled out because he also made them beautiful and attractive, but always and everywhere he was a craftsman, a maker of objects. He merges with the inventor on the one hand and with the workaday artisan on the other.

And the industrial stylist fortunately combines the practical logic of the engineer with the human point of view of the consumer. His imagination keeps him from thinking only in terms of what we already have. It enables him to understand the machine without being dominated by it in his creativeness.

In this freedom of imagination he differs from the factory designer who has worked so long in terms of the existing machines and been so dominated by the production point of view that he is often powerless to make any change in the product.

As an example, one of the largest manufacturers of school and theater chairs recently called upon a group of independent designers to give beauty and style to his products. He admitted that he had made several attempts to get his factory designers to style the chairs, but they had failed. They could make them practical, comfortable, and substantial—but they could not make them beautiful. Through too constant association



The Agfa-Ansco Traveller Camera Has Been Styled to Match the Latest in Trunks and Bags

INSOMNIA?



SOME MAN, somewhere, will stay awake tonight—wondering—worrying—trying to sing himself to sleep with those “Wonder what my finished advertisement will look like?” blues. Poor fellow. If he only knew that, down in Chicago, a firm of engravers (McGrath) was keeping other advertisers worry-free! If he only realized that sound sleep comes only to those who are served by people who can shoulder real responsibility! He’d sleep . . . Insomnia? Pooh-pooh!

McGRATH ENGRAVING CORPORATION •
 PHOTO ENGRAVERS • ELECTROLYTIC HALFTONES • 509 S. FRANKLIN ST., CHICAGO

with the machine they had lost the ability to see the product in any terms other than the *status quo*.

Similarly, silk manufacturers have found that many of their most successful designs come from artists who know more about art and

vein of style consciousness which was tapped during the last decade, and he is beginning to study the potentialities of combining amusement with selling. Sarg brought his marionettes into Macy's Christmas windows, then transformed them into balloons and brought them down Broadway in Macy's Thanksgiving Parade. The idea has been taken up in Philadelphia, Boston, Pittsburgh and Baltimore.

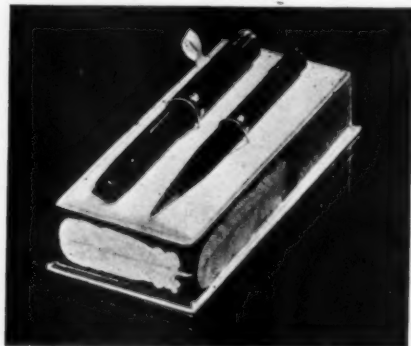
When Sarg designed, built and decorated the children's barber shop in the J. L. Hudson store in Detroit, where the chairs are carved animals, and automatic peep shows entertain the young consumers, trade jumped to 800 customers a day and the installation was adopted by White's in Boston, Bullock's in Los Angeles, and Rosenbaum

in Pittsburgh.

Another slant on this idea is typified in the paper popcorn container decorated as a lighthouse, made by the Lily-Tulip Company. Much of this popcorn is sold at beaches and children find a ready use for the lighthouse in their sand cities.

René Clarke, in illustrating Wesson Oil for salad use, drew his own idea of a good-looking vinegar-and-oil cruet . . . and women started hunting for it in the stores and when they couldn't find it, wrote in asking where it could be bought! Or he turns his talents to silk designs or etched glass decoration with equal facility. . . . And the point is not the facility but the *merchandising idea* behind these various applications of the same talent. For the artist does contribute through his work merchandising ideas that are fully as important and effective as those put into words, and sometimes into piercing shrieks, by the copy department.

George Rupprecht contributes something more than an illustration to the selling of coffee when he shows a Spode or Wedgwood cup



Walter Geoghegan Designs a Pen and Pencil Set for Waterman That Is Properly Styled

life than they do about silk weaving. It is not so difficult for them to learn the practical limits of the manufacturing process as it is for the technical silk designer to sense what women will most readily buy.

Walter Geoghegan changed the camera from an odd unclassified object to a piece of luggage when he styled the Agfa-Ansco Traveller in its smart new shape, covered with awning cloth in colorful stripes to match the latest fashion in trunks and bags. With his Lady Patricia design for the L. E. Waterman Company he made it possible for women to have their own fountain pen and pencil, styled to their taste and shaped to their hand and handbag.

Tony Sarg, when he was called upon for designs by the Strahan Wallpaper Company, not only produced new wallpapers but extended the company's business by demonstrating that there was a demand for a special line of heavier papers for use as decorative coverings for screens, containers, wastebaskets, etc.

In innumerable ways the industrial stylist can work the golden

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flanked by an early American hand-wrought silver spoon, the whole reposing on a doily. He shifts the whole emphasis of the appeal of coffee by presenting it at the *point of consumption*. Coffee in the can means work before it can be enjoyed, and coffee on a mountain-side is still farther away from Mrs. Consumer's final use for it, but coffee in the cup on the table, set before her with taste and delicacy, is suggestive of pleasure only.

When Egmont Arens designs lamps he thinks of the people who are going to use those lamps and, by the same token, when he does a salmon can for the Great Atlantic & Pacific Tea Company he not only gives it the same quick style he puts into his lamps but he contributes an idea. By itself, each individual can with its leaping fish against a red or blue background above a silver band of water is a clear work of art, so effective that when he saw it René Clarke said: "That's the best salmon can God ever made." But thinking not only in terms of the kitchens, but also of its display possibilities on the grocer's shelves, he designed it so that in shelf display it would form a rich wide band of red above a strip of silver, the two separated by a waving water border. For the brand of salmon which is next it in price and display he used the same design carried out in blue and silver.

Or, again, this same artist changes a somber, uninteresting roll of mulch paper into an attractive cylinder suggestive of gardens and growing things for the International Paper Company by re-designing the wrapper with cotyledons sprouting from a yellow lattice over a light green background, so that it not only catches the eye of the consumer but actively stirs his or her gardening enthusiasm.

The old penny-in-the-slot weighing machine was so transformed by Joseph Sinel that it stopped even the most casual passerby. And before he could move on, his eye was caught and fascinated. There above a platform inviting him to "Step On It" was a gleaming mirror, with height-weight norms engraved engagingly across it. Thus

the arresting attention value of the whole machine in its striking new dress was carried a step farther by that human flypaper, the mirror.

And when women began choosing their face powders to match their complexions, James D. Herbert conceived the attractive and brilliant sales idea of having Richard Hudnut's eight shades of powder placed around the edge of an octagonal display mirror, so that the consumer could see at a glance which shade most perfectly suited her.

What percentage of this ingenuity is being used by business today cannot be gauged but it must be only a slight fraction of what could be harnessed to the machine and made to work both for the manufacturer and the consumer.

The growing use of photographs in advertising is, to a certain extent, replacing the work of the artist there and setting him free to cultivate a greater field of usefulness in industrial design. He not only beautifies objects, he stimulates sales by fitting the product to consumer use. He contributes merchandising ideas. Now when the whole thinking of business is turning from production to consumption, he furnishes the necessary link between the factory and the consumer.

Death of J. R. Emerson

J. Ralph Emerson, part owner and editor of the Ansonia, Conn., *Sentinel*, died at that city last week at the age of fifty-three. Mr. Emerson, who was the son of James F. Emerson, for many years publisher of the *Sentinel*, had been with that publication since 1900. He had been inactive, because of ill health, for the last two years.

Visigraphic Pictures Appoint Sol Letzler

Sol Letzler, for fourteen years treasurer of the Prudential Oil Company and also associated with the Standard Oil Company, has been appointed treasurer of Visigraphic Pictures, Inc., New York.

Joins Outdoor Advertising, Incorporated

A. de Montluzin, formerly with the General Outdoor Advertising Company, Inc., has been elected vice-president of Outdoor Advertising, Incorporated, New York.



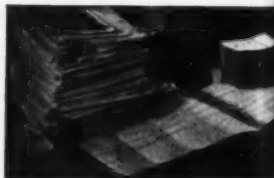
"READ ABOUT IT... READ..."

But it took 5,000 sheets of evidence
to find who really does read it

A SNUB-NOSED urchin in the canyon of the streets, crying the late edition . . .

Who reads it? How many of the copies that other boys toss at doorsteps, stuff into mail boxes, that presses fling out by tons every hour, are actually paid for? Where do the readers live? How did this circulation grow?

Advertisers have got to *know!* And they *do* know—thanks to the vigilance of the Audit Bureau of Circulations.



Publishers place every facility at the Bureau's command. Yet in a recent case it took 5,000 sheets of evidence shown above, days of clerical work by the headquarters staff of the A. B. C., 3 solid months of

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An advertisement by the **AUDIT**

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in its success.

The distinguished adver-
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now associated in the Bureau
invite you to join. Write for
the full story of the A. B. C.,
the complete facts about privi-
leges of membership, today.

THE AUDIT BUREAU OF CIRCULATIONS

Chicago

Now Is the Time to Get Rid of Forced Circulation

With Deflation the Order of the Day, How Can Circulation Avoid It?

By P. L. Thomson

President, Audit Bureau of Circulations

WE sometimes hear "sound circulation" referred to loosely as though it was synonymous with "class circulation." It is not. The one refers to the basis on which the reader was secured and is held—the other to his purchasing power. The one has a definite significance. The other is relative. If the advertiser has automobiles or electric refrigerators to sell, the buying power of the readers of one paper may be so limited that it doesn't qualify for the advertiser's list, while for the maker of gum or cigarettes it may be quite a satisfactory medium. In both cases the circulation may be sound, but if much of the circulation was secured in guessing contests and these papers aren't read, that's unsound circulation; and it's an expensive buy no matter how cheap an article we may have to sell. The thing that buyers have learned is that no circulation can be intelligently bought without a study of both of these elements of reader interest and reader worth.

At this point let me say that while I shall be talking newspaper circulation to this group, my views relate to the whole field of circulation, and the principles I hope to be able to establish apply with equal force to other types of publications. It is, I hope, obvious that as between different classes of media I neither hold nor express any preferences.

During the last decade the aggregate circulation of morning, evening and Sunday newspapers, according to a survey just completed, has increased at a rate of more than 2½ times that of the increase in the population. This

parallels the acceleration of general business during the same period and is the result of many and intensive campaigns of circulation expansion by publishers. Recognizing, as we must, that high-pressure methods prevailed in most lines of selling during this period, it is fair to expect that circulation, too, was oversold and that newspapers carried on their books in 1930 a considerable amount which did not measure up to the standard prevailing in previous years. This is the more true, because over the same period the automobile, the radio, and the motion picture—those three greatest competitors for reading time—enjoyed their greatest growth.

The Modern Tempo

Indeed, the whole tempo of life today calls for more speed. We want shorter hours for work; more time for play. We want more speed in our cars because we have more things to do and more places to go. How did newspaper publishers meet all these competitive attractions that clamor for a share of your reading time and mine? Well, in 1930 they printed over twenty million more copies per day than in 1921. Translated into units of pages this total of reading matter would, of course, show an even greater bid for a larger share of the reader's time when, whether we like it or not, everything points to the likelihood that he had less time available for any kind of reading.

No one can accurately appraise the extent of the effect of this decrease of reader interest, this dilution of circulation value, among all the factors which have made advertising less productive during the past year, but that it has had such an effect no one can doubt.

From a talk before the recent convention at Asheville, N. C., of the International Circulation Managers Association.

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And while the word is not a pleasant one, if deflation is being carried on in other lines of business, how can we expect to avoid a deflation in circulation? I am no apostle of a static position for any industry. I put no premium on stagnation, but I am still old-fashioned enough in my economics to believe that the law of diminishing returns applies to all human enterprise. I simply set up the principle that without interfering in any way with the normal growth of newspapers among readers who have a natural interest in what the publication stands for and what it prints, readers who are located within the trading radius reached by the advertiser, the time has now come when publishers ought to stop all efforts to stimulate circulation which does not so qualify and even drop circulation of that character which is now on their books. There can be no permanent value for publisher or advertiser in circulation of this character. What better time than now to be rid of it?

My publisher friends point out that in the past this thing has been dangerous to undertake because buyers instinctively have looked upon a decrease in circulation as an evidence that a publication is losing ground, that even in a period like the present, rather than meet this charge, publishers resort to unsound methods of building circulation in order to maintain their gross figures or their relative standing among competitors. This attitude has been discussed in the two organizations of buyers, the Association of National Advertisers, and the American Association of Advertising Agencies, and the former has just completed a survey of its membership which definitely indicates the opinion of the buyers of advertising upon this controversial subject. I quote from the report just made public:

"Higher or Better Circulations?" was the subject of the letter, which went on to say:

Publishers justify continual efforts to increase circulation by the claim that buyers normally select:

(a) The publication of greatest circulation (mass coverage):

(b) The publication of greatest lineage (advertising influence);

(c) The fastest growing publication (progressiveness);

(d) The publication with the lowest milline (low cost).

Do we, as buyers of advertising, believe that *quantity* of circulation and lineage are more important than *quality* (reader interest, reader influence, buying power, market coverage, etc.)?

The inquiry relates specifically to circulation trends and the more accurate appraisal of circulation values, and is not to be confused with the question of changes in rates.

A majority of the members answered, and there was no follow-up. Here are the replies to the questions referring first to newspapers and later to magazines. Because some members are interested only in newspapers and some only in magazines, the number of votes reported is less than the total number of firms replying.

	News- papers	Magazines
	Yes No	Yes No

To the question: Do we want circulation deflated to a basis of genuine reader interest and measurable buying power?.....	119	2	144	2
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To the question: Do we want an end to methods which unnaturally force circulation?....	123	2	150	2
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That verdict is unmistakable. I hope it will relieve the mind of every publisher who this year goes to the trade with the same or a smaller gross figure than last year. With all the value of the new A. B. C. forms and their breakdown of the essential points in the circulation structure, and with all the emphasis which advertising agents and buyers are placing upon the more careful selection of their markets, I believe the business of advertising stands now ready to do its biggest and its most efficient job, with a smaller factor of waste than has existed in a decade.

Death of E. T. Rollins

Edward T. Rollins, owner and publisher of the Durham, N. C., *Herald and Sun*, died at that city last week at the age of sixty-five. He had published the Durham *Herald and Sun* for thirty years and acquired the Durham *Sun* two years ago.

Finding 338 New Uses Via a Prize Contest

A Plan That Furnished the Advertiser with New Uses and Advertising Ideas

By John W. Desbecker

Advertising Manager, Eberhard Faber Pencil Co.

IF you have never read the thousands of letters received in a nationally advertised prize contest you've missed something worth while. You don't know how many valuable selling and advertising ideas can be brought to light by a study of the replies received.

In January, the Eberhard Faber Pencil Company began a series of monthly contests which will continue throughout 1931. Fifty dollars a month is offered for the best sketch drawn with colored pencils; \$50 a month for the best suggestion for new uses for Mongol colored pencils. This really means twenty-four contests during the year.

To read and judge the thousands of letters received from such a series of contests is no small task. But they yield information which can be obtained economically in no other way.

Before discussing the results of the contests to date, a few words of explanation are necessary.

In introducing Mongol colored pencils (which besides being suitable for all ordinary color pencil work can be utilized to replace water colors by going over the markings with a brush moistened with water), it was supposed that outside of their conventional checking, figuring, sketching and writing uses, the water-color feature of these pencils would make them appeal mainly to artists.

The first circulars describing these pencils mentioned less than a dozen possible uses. Then the monthly prize contests were started.

The contests have shown that the public is buying the pencils for purposes the maker never dreamed of. *Instead of twelve uses, more than 350 different, practical applications for these particular pencils can now be indicated.*

Dressmakers and needlewomen write that they use the pencils for marking patterns on cloth, to show lines for pleating, etc.

Housewives find these pencils useful for retouching faded cretonnes, for repairing wallpaper damaged by the children, for removing perspiration marks from dresses, for coloring satin and linen slippers, for drawing mural decorations in the nursery.

An engineer, miles from civilization, runs out of ink. He dissolves a piece of Mongol colored pencil "lead" in water and presto! he has brilliant ink for his fountain pen.

Workers on parchment forward superb lamp shades colored with the pencils.

Garage men swear by the blue pencil to mark punctures on inner tubes.

A physician chooses these pencils to color the slides for his microscope.

A dentist decides that the pencils are invaluable for "occlusion" tests.

Aviators log their journeys while in the air with these pencils and correct their maps in color while en route.

Neon sign salesmen have found that these pencils are just right to show customers what their completed signs will look like when illuminated.

And so on—almost every letter that comes in discloses a new field for possible sales.

Incidentally, it might be mentioned that large numbers of letters come from California. Apparently there are many residents of the Golden State who have plenty of time to enter contests. They also have the ability to compete successfully.

There is plenty of human interest material in the communications received—and the advertising copy

July 2, 1931

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writer's eyes gleam when he catches sight of it.

Two letters have come in telling of the emergency use of Mongol pencils with handkerchiefs for the making of tourniquets to stop the flow of blood of men seriously injured in automobile smash-ups.

And here's a typical letter—written by a woman in the Middle West.

I am in the hospital here recuperating after the birth of our daughter. All winter I was ill, unable to work, sew or read much, so to pass the time I got out my knitting needles. I live on a farm and you all know what the conditions are—for we are wheat farmers.

With our coming event which meant added expense—I got the happy idea—maybe I could sell some of my original designs. So I knitted for the infant and up to 4 years old several sweaters.

Here is where your Mongol Colored Pencils came into a new use. I graphed out all my designs on graph paper. Then with the pencils I colored my designs, finding out which colors would make the most striking, the most different-looking sweater, whether it was a fuzzy, Angora rabbit design or a little old-fashioned girl with a bunch of multi-color balloons. I was lucky. I sold designs to the *Ladies Home Journal*, *McCall's*, *The Farm Journal* and *Country Gentleman*, making me \$105. Maybe you think that didn't help out.

Now at last our baby girl is here, but it has kept me in the hospital three weeks already (and a blizzard is raging tonight). Without the use of your pencils I would not have made the colored graph pattern which I am sure helped sell my original designs.

The Trade Commission Reverses Its Reversal

ACT I. The Federal Trade Commission helps the American Petroleum Institute to organize a Trade Practice Conference.

Act II. The Federal Trade Commission approves of certain of the rules adopted at this conference. Others it "accepts as expressions of the trade."

Act. III. The Federal Trade Commission, after watching with fatherly interest the Herculean efforts exerted by the petroleum industry, suddenly announces—over a year later and out of a clear sky

—that it has decided to rescind its approval of the industry's Trade Practice Conference rules. Only a skeleton of the original Code retains its sanction.

Act IV. The Federal Trade Commission announces that, as a result of energetic protest by the petroleum industry, it has decided to suspend its action for sixty days.

Act V. The Federal Trade Commission announces that it will hold open hearings on this matter of the petroleum industry's Trade Practice Conference rules.

Act VI (Finale). The Federal Trade Commission reverses its reversal. With only slight changes, the petroleum industry's code is again approved by the Commission.

* * *

The most important change, from the Commission's standpoint, is a sentence added to the preamble attached to the rules known as Group two. The sentence reads: "The industry and each person signing these rules agree that said rules shall not be carried out in such a manner or used in any way so as to substantially lessen competition or unduly restrain trade, or tend to create a monopoly."

Inasmuch as to commit any of these offenses, under any circumstances, involves an infraction of the anti-trust laws, it would seem as though the Commission is simply saying that all those who sign these rules agree to abide by the law. That the petroleum industry attaches no importance to this reservation is indicated in a statement by W. R. Boyd, Jr., executive vice-president of the National Petroleum Institute, and the man most active in bringing about the reversal of the reversal. Said Mr. Boyd: "I am recommending to the Board of Directors of the American Petroleum Institute, and to the industry generally, the prompt approval and acceptance of the revised rules, because to all intents, purposes and effects they are no different from the original ones."

Joins Kuhn Agency

Miss Jean Patrick, until recently manager of the foreign advertising of the Bend, Oreg., *Bulletin*, has joined the Randolph T. Kuhn Advertising Agency, Portland, Oreg., as production manager.

How's Your Advertising Follow-Through?

IT has been said, with apparent justification, that advertisers are often too slow in sending out samples, booklets, etc., that they offer in publication advertising and elsewhere.

Recently in Buffalo the Westinghouse Mfg. Co., its local distributor and the Buffalo General Electric Company sponsored a radio campaign in which a cook book was offered. More than 650 of them were delivered personally, minus sales spiels, within twenty-four hours after the requests were made!

As each mail brought in names

and addresses the broadcasting station sent them to the electric company's downtown offices where they were classified by addresses and the addresses immediately telephoned to the managers of the company's service offices and stores.

These store managers promptly sent out company salesmen in company cars to each address. The salesmen merely rang doorbells, handed cook books to housewives, and said: "Here's the cook book you wrote in for yesterday."

A perfect follow-through—with finesse.

♦ ♦ ♦

"One Slip and You're Roast Duck"



company called upon the game itself to testify as to the superiority of its product.

"He was a nice little rabbit," says Brer Rabbit in one advertisement. "Fast on the get-away. Knew all the dodges. But he took a chance with C. A. C. Black Smokeless. What's he now? Rabbit pie! That's what he is."

DO sportsman have a sense of humor? The Colonial Ammunition Company, Ltd., of New Zealand, knows that they have. Otherwise, argues the company, they would never be able to live after staying out all night waiting for ducks that never came. It takes a good sense of humor, says Colonial, to stand the inquiry from disinterested friends about the size of the bag.

To prove its theory regarding the risibilities of game seekers, the Colonial company embarked upon an advertising campaign that is synthetically testimonial in nature. Discarding former advertising ideas of letting champion shootists tell the story of its product, the



WE are
pleased to announce
the appointment of
Arthur W. Stockdale
as
Advertising Manager
of
Needlecraft Magazine

Needlecraft Publishing Co.
Chrysler Building
New York, N. Y.

For men who don't believe in the end of the world

The July issue of PRINTERS' INK MONTHLY—every issue for that matter—is planned for those executives who don't believe in the end of the world, who are looking for good business and more business this Fall. Its editorial contents are varied. Its articles are packed full of facts. They are short of entertainment—unless you mean the entertainment that you get from planning ahead to meet tomorrow's problems.

We have taken thirteen articles from the July issue and classified them roughly under certain headings. Frankly we did this to show how varied are their appeal and how many subjects of immediate importance they cover.

Read the list. Measure your problems against our editorial contents. Ask yourself, "Can I afford to be without the MONTHLY when I am making my plans for the next twelve months?" The coupon, of course, is for your convenience when you have answered that question.

Management

American Industry and the Social Good. United States Senator James Couzens, in a significant contribution to the MONTHLY's series on "Twelve Points for Management," talks about unemployment, wages, Russia, measures to prevent depression, trade associations and trade unions. . . . *Using Strategy to Beat the Depression.* Ten methods used by Neilan Co., Ltd., to make 1930 its biggest year.

Advertising

Hand to Mouth Advertising Increases Agency Costs. Short-term advertising commitments are shooting up agency costs. Is this a temporary condition? How can agencies and advertisers meet the situation? . . . *Four Advertisements They Like.* Thirteen prominent agency executives join an informal jury and ballot on the four advertisements of the last year they like best. The four are reproduced with this feature. . . . *Six Ways to Make Your Headlines Sell.* A Pacific Coast agency executive explains the six measuring sticks he uses to determine good advertising headlines.

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Operating a Fleet of Salesmen's Cars. The executive in charge of the General Foods fleet of nearly 1,000 salesmen's automobiles takes you behind the scenes and explains the secrets of economical and productive fleet operation. . . . *Handling the Salesmen's Expense Account.* One of the most vexing and important factors in successful sales management is discussed against the background of the experiences of more than twenty large organizations. . . . *How to Hold the Good Salesman.* The good salesman, not the star, is the backbone of the sales force. This article tells how to make him a permanent asset.

Bread and Butter Problems

Five Camera Methods for the Advertiser. An explanation of five types of advertising photography written by an agency executive. . . . *Package Inserts—Their Three Major Functions.* The manufacturer who doesn't understand these functions and their importance isn't getting his money's worth from inserts. . . . *This Advertising Is Built Around the Salesmen.* How a business paper advertiser tied in his salesmen with a dramatic copy slant. . . . *Is Your Instruction Book Doing a Selling Job?* An agency executive tells how an instruction book was remade so that it both instructed and sold. . . . *Sampling Shoes by Mail.* A sampling scheme that gives retailers a new selling enthusiasm.

PRINTERS' INK MONTHLY:

185 Madison Ave., N. Y.

I want the July number of PRINTERS' INK MONTHLY and the rest of the 12 issues. Send copies and bill for \$2.00 to:

Name

Company

Title

Street

City..... State.....

Love Songs at Noon

VOTE ON PROGRAM <input type="checkbox"/> EXCELLENT <input type="checkbox"/> GOOD <input type="checkbox"/> FAIR SEE OTHER SIDE	LANNY ROSS THE HELLMANN TROUBADOUR HELLMANN'S MAYONNAISE PROGRAM TUNE IN NATIONAL BROADCAST WEAF EVERY DAY AT 12 NOON EXCEPT SATURDAY & SUNDAY		FAMILY CIRCLE ENTERTAINMENT EVERY DAY AT 12 NOON EXCEPT SATURDAY & SUNDAY	A-1 AT HOME
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"HELP us make a \$100,000 decision!" reads the back of the above ticket, distributed to dealers throughout New England in order that their customers might help Hellmann Mayonnaise decide whether it would continue the Lanny Ross Hellmann Troubadour radio program. On the front side of the ticket was a stub that Mrs. Consumer could tear off and use to indicate whether in her opinion the program was "excellent," "good" or "fair." In return for the vote General Foods sent in reply a twenty-page salad recipe booklet.

Many women who saw the ticket and who desired the booklet, the

Hellmann people feel, turned to the program on the radio in order to render a decision and in this way many new listeners were created.

The Hellmann Troubadour goes on the air at high noon each week day except Saturday with a selection of love songs, with the idea that the lady of the house will welcome a purely musical program after a morning in which a large part of radio offerings consists of talks on babies, recipes and cosmetics. As a result of the voting, the program, which has been confined to New England, goes on a national network July 6.

* * *

Ladies in High Position

DISSERTATIONS on advertising testimonial ethics figured in the trial last week that resulted in the ousting of New York's Magistrate Jean Norris from the bench.

One of five charges found against her involved acceptance of money for a testimonial for Fleischmann's Yeast, used with a picture of Mrs. Norris in judicial robes.

Her counsel, Martin Conboy, argued that the sale of testimonials was merely a matter of taste. "Even United States Senators give testimonials," he submitted. "Testimonials of that class are given by ladies in the highest positions."

On the score of taste, Samuel Seabury, investigating referee, said

the charge involved "bad taste."

"Are we going to see the day when we shall learn," he inquired, "that the Special Term prefers Luckies and the Supreme Court favors yeast? Such a situation tends to cheapen and vulgarize high judicial places. I know of great ladies who have given testimonials for charity or to give scholarships to poor boys and girls, but I know of no great ladies who exploit themselves for revenue only."

Said the Court: "We find . . . that for money, Magistrate Norris underwent a course of treatment and sanctioned the exploiting of her judicial position in the advertising of a commercial product contrary to the essential dignity of judicial office."

July 2,

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Attribute Hill

TALKING about hitting the bull's-eye of sales, O. W. Peaslee, vice-president of American Tobacco Company of the Pacific Coast, at last week's convention of the Pacific Coast Advertising Clubs Association alluded to the early days of Lucky Strikes, made by that company.

The Lucky Strike brand of cigarettes was first marketed in 1917. In that year, George W. Hill, then vice-president and now president of American Tobacco, laid before the

sales force a statement of policy. The success of Lucky Strikes, said Mr. Hill, must be founded upon "an attribute of Lucky Strike, an attribute in its highest state, an attribute connected with the manufacture of Lucky Strike that will not only sell Lucky Strike cigarettes during this campaign but will leave in the mind of the consumer a distinct impression of the attribute about Lucky Strike that is distinctive from other cigarettes."

To Laugh or Not to Laugh?

WHETHER humorous or serious copy should be used in its advertising is the question which the Mid-Continent Petroleum Corporation put up to the public in a contest, recently concluded, that was made the basis of a newspaper campaign. The company decided upon the contest idea in its quest for an institutional campaign of an unusual nature.

The contest offered prizes totaling \$5,000 for the best letter of 200 words explaining a preference either for humorous or for serious advertising. The newspaper advertising based on the contest, which was carried in twenty Middle Western newspapers, gave samples of both humorous and serious copy advertising the company's

Diamond gasoline and motor oil. An expenditure of approximately \$40,000 was used for newspaper space and an additional \$5,000 for other sales promotional pieces.

The contest offered excellent direct-selling opportunities. A letter of acknowledgement was sent to each contest entrant. Typewritten lists of the names and addresses of the contestants were mailed daily to the company's division offices, where they were, in turn, broken down and forwarded to sales representatives in each territory or community.

Approximately 25,000 letters were received in the contest. Of these, a slight majority expressed a preference for humorous advertising.

SERIOUS TYPE

HUMOROUS TYPE

MID-CONTINENT PETROLEUM CORPORATION
Box 10, St. Louis and San Antonio

Southern Publishers Vote Strike Insurance Fund

ASHEVILLE, N. C.,

June 30, 1931.

(Special by Wire)

THE twenty-ninth annual convention of the Southern Newspaper Publishers Association is in session at Grove Park Inn with one of the largest attendances ever gathered. The outstanding move of the publishers was along the line of self-protection. A resolution was passed voting a fund of sufficient size to stand as insurance against strikes.

This step was considered by leading publishers as the most forward movement ever taken by this or any other group of publishers. The resolution was explained by John S. Parks, publisher of the Fort Smith, Ark., *Times-Record*, and president of the S. N. P. A. The plan, briefly, provides for a definite subscription from each participating member every year, the money to be paid quarterly along with dues to the association.

These contributions will go into a fund, administered by a board of trustees. At the discretion of the trustees, Cranston Williams, secretary-manager of the S. N. P. A., may assist papers in negotiating labor contracts and in preventing arbitrary demands of labor unions from being enforced. While the fund is designed to prevent unfair demands by labor unions from crippling publishers, it is not designated as an "open shop" fund, but is to be used as a sort of reserve to prevent losses through labor disturbances by providing funds for emergency employment of strike-breakers and composing room help in the event a strike is threatened.

About 300 publishers and guests are in attendance at the sessions. A membership of 198 Southern papers was reported by Mr. Williams.

H. Galt Braxton, chairman of the advertising committee, reported

that the committee had watched "with interest the further attempts of the Federal Trade Commission to take supervision of advertising and it noted with interest the recent decision of the United States Supreme Court in the Marmola case, denying the Federal Trade Commission jurisdiction."

The committee also endorses the view that the less legislation there is affecting advertising, the better off newspapers are going to be and disapproval is expressed concerning such suggestions as call for proposals to legislate in the control of motion picture advertising or the advocacy of special license taxes on outdoor bulletins and other competing media.

The consensus of opinion of those attending the convention is that the South is definitely on the upgrade and business for the balance of the year will be more like normal.

Winners of the annual golf tournament are: Members, James L. Ewing, of the New Orleans *States*, low gross; E. C. Mitchell, Paducah *Sun-Democrat*, low net; guests, Harry Bray, Imperial Type Metal Company, low gross, and George G. Janosik, Eastern Color Printing Company, low net.

Four A's Issue New Study on Overlapping Circulation

A new analysis of overlapping in circulations of general magazines has been published by the American Association of Advertising Agencies.

Sixty magazines are included in the study. Amount and percentages of overlapping are given for 58 publications each in combination with each of the others and for two publications in combination with a portion of the 58, making a total of 1,684 pairs of magazines. Subscriber lists furnished by the magazine publishers and personal interviews to check variations in different parts of the circulations were used as a basis for the study.

This is the second analysis of overlapping in circulations of general magazines made by the association. The previous report was published in 1927. It contained figures on 159 pairs of magazines, treating only the more important combinations.

The Four A's has felt that this work should be done for the benefit of advertising as a whole and has decided to supply copies at a price of \$25.00 each to all who can properly use them.

PICTORIAL REVIEW

Announces the Appointment of
MR. JOHN R. RUTHERFORD
as Western Manager

Effective September 25th, 1931

Mr. Rutherford will join our organization on July 1st and will directly thereafter make his headquarters in Chicago. Paul Block and Associates continue as our advertising representatives until the closing of the December 1931 issue on September 25th.

THE PICTORIAL REVIEW CO., NEW YORK

Dealer Helps That Retailers Are Glad to Use

The Seventh of a Series Appearing in the First Issue
of Each Month



This grotesque figure stands 22" high. White cap and apron, red lettering, blue base and ruddy complexion. Furnished by The Tappan Stove Company at no charge.



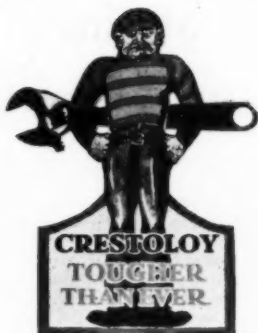
A lithographed display by the Columbian Rope Company. "Columbian Dan" holds a real piece of rope in his hand.



Some individual pieces from an elaborate circus display furnished to dealers by The Fisk Tire Company. Lithographed in full colors. No charge to dealers.



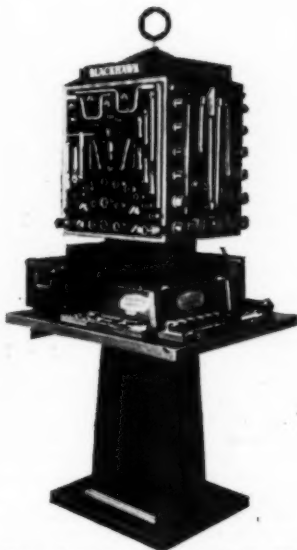
By the California Spray-Chemical Company. Known as the "Garden Medicine Shelf." Used as a counter display or window piece. Made of finished redwood. No charge.



One of a group of three-color cut-outs offered dealers by the Crescent Tool Co. The tough hombre actually holds a wrench across his back.



Lithographed in buff or imitation sand-color stone effect. Resembles a kitchen window with curtains and shade. Size: 38" by 20". A novel window display given free to dealers by Wallace Bros.



Dimensions: 6½ ft. high; shelf, 32" by 38". Full color. Made of sheet steel backed by wood. Weight 535 pounds. Displays Blackhawk Mfg. Co.'s line of "Chief" tools. List price to dealers is \$419.55, less discount.

Making a Travel Campaign “Stand Out”

A Steamship Peoples Its Advertising Stage with Colorful Characterizations

By W. Livingston Larned

RAILROAD and steamship campaigns experience no little difficulty discovering new and untrammelled themes for illustrations and for copy. Now that travel to the ports of the world has come into such wide, popular favor, the number of such advertising campaigns has increased appreciably, and the battle for visual attention is a spirited one. It is not unusual for Sunday newspapers to carry three pages of travel advertising, the majority of it painstakingly illustrated.

Because of the character of these pictures and the prevalence of travel atmosphere, including, of course, boats and still more drawings of boats, sameness is likely to creep in.

There has recently appeared the first sizable three-column display of a unified series for the Matson Line and Lassco Line, devoted to the service between California and the Hawaiian Islands. And these advertisements are strikingly unique.

The outstanding pictorial feature is a series of beautifully drawn character heads, larger in size than is usually found in a campaign of this limited proportion. The first twelve take up, one by one, the vigorously typical people found among the islands, from the diver, whose glistening body darts downward after coins, as the great boats enter the harbor, to the pretty American lass who visits Hawaii for the first time and is fascinated by the tropic beaches and the crystal waters of dim lagoons.

In top position, in every advertisement, the large character heads hold dominating position. They have been drawn in charcoal, for highlight halftone reproduction, and sufficient detail has been omitted, and subtleties of light and shade, to make certain they will print well.

The heads are accompanied by one-inch wide pictorial panels, running down the left-hand side of each display, and in these panels other Hawaiian material is used, tied up, in each case, with the head alongside.

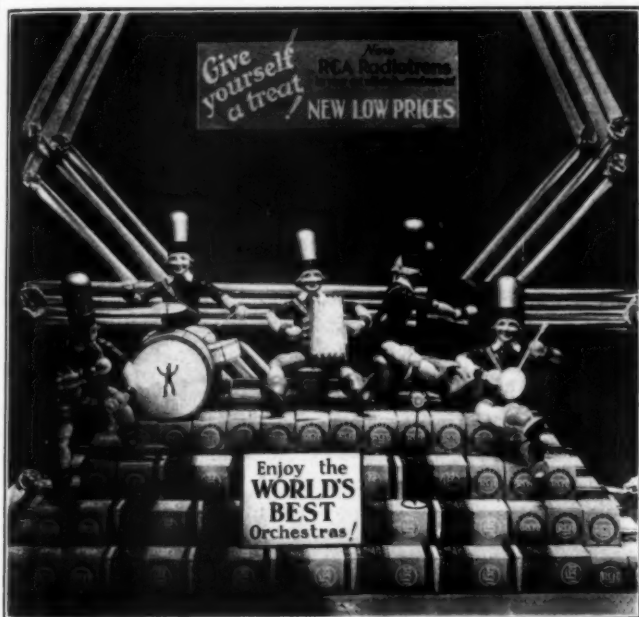
Thus, one of the most interesting of the character studies is that of old King Kamehameha, identified with the early days of the islands. His amazing head-piece of feathers rests upon his proud head. The drawing in question was made from authentic historic data.

And in the accompanying panel we see some of the early battles

[illegible]

**Each Advertisement Shows a Character
Head—This One a Diving Boy**

A New and Revolutionary Display Idea!



The Broadcasting Orchestra pictured above illustrates but one of the innumerable uses of this unusual display!

Really new display ideas are few and far between. The alert advertiser, knowing that they will get the name of his product before the public at the point of purchase, is constantly on the look-out for them.

The tri-dimensional flexible trade figure developed for the RCA Radiotron Company is a new display idea. It has never been used before.

Constructed so that he can be posed or balanced in practically any position and strong enough to withstand hard usage, this display possesses all the qualities essential to a successful display. This smiling, flexible and unique display does everything but talk and, since he cannot do this, *his hands are slit so that he can hold signs*. His merchandising and display possibilities are almost limitless.

Let us show you how this popular, likable little fellow can be put to work selling for you at extremely low "wages."

Advertising Display Division of

CAMEO DOLL CO.

223-225 Wooster St.

New York, N. Y.

and tribal ceremonies of his day. Of this feature, the advertisement says:

"A kingdom by my might . . . a nation by my wisdom! For years, in koa tree canoes, I led my warriors and conquered all these isles, binding their curving beaches into one long white necklace for my people. Then, I gave them laws, taught them crafts, and brought them peace. In their hula chants they sing my praise, for I am Kamehameha, father and King of Hawaii!"

Thus it will be seen that the characters "speak their various parts" in the separate advertisements dedicated to them, thereby giving a new angle and a new approach to copy which might otherwise be no more than an advertiser describing the attractions of a steamship port. The text of the campaign is quite as unique as the illustrative material.

There is the charming study of a typical Hawaiian lass, flowers in her dark hair, and lips parted in a sunny smile. When she speaks to you, she says:

"My island kingdom of youth and sun-lit joy! With a lei around my hair . . . I run beneath the banyan tree . . . to shining Waikiki! I laugh in the lifting caress of a velvet wave. In perfumed gardens of great hotels . . . moon-drenched . . . I weave a graceful hula to ancient melodies . . . for the smiles of those who have come from over the sea. To them I am romance. . . dreams . . . I am Hawaii, happy bacchante of the world!"

How true it is that certain types of advertising illustration automatically invite the exotic, the distinctive, the different, in advertising copy.

The campaign introduces us to Mark Twain, the beloved author, who visited and loved Hawaii and wrote temptingly of it. The series need only quote from the famous author's own writings to find alluring text. The panel illustration, in this instance, shows Twain walking along a palm-decked beach, wearing his familiar, wrinkled white suit, and with his shaggy hair exposed to the ocean breeze.

A kindred subject is that of Robert Louis Stevenson, another familiar author who found the

same ecstatic joys in Hawaii. These heads are, of course, because of their splendid basic material, poetic, dramatic, interesting in every illustrative way, as might be expected.

Another subject pictures the native fisherman, spear in hands, as he ventures out into the ocean, at night, a torch weirdly lighting the loneliness of the coral waters. His several methods of catching fish are vividly portrayed in the side panel of this particular advertisement.

There is wide variety in these character heads and, as a consequence, the series does not for a moment become monotonous.

It seems to be characteristic of many newspaper campaigns, that too much is attempted in modest space. The illustrations are too complex, too involved. These large heads are far more successful in dominating the newspaper page than would be smaller pictures. They are of a type to impress themselves upon the eye and they kill display competition around them.

It seems odd that more advertisers do not employ this quite simple idea, for it is invariably effective. Moreover, the accumulative result is satisfactory. People come to look for the next unit in a series.

The original drawings for the Matson Line and the Lassco Line were made very little larger than their final showing, which is an engraving safeguard.

H. G. Osborn with Powers & Stone

Harvey G. Osborn, formerly with the Osborne Chromatic Gravure Company and, before, that, with the local advertising staff of the *New York Evening Journal*, has joined the New York office of Powers & Stone, Inc., publishers' representative.

With "The Westerner"

E. Quigley, for eleven years with the *American Builder and Building Age*, Chicago, has joined *The Westerner*, Portland, Oreg., as art director.

Joins Cleveland "Press"

L. J. Conroy, marketing counselor of Cleveland, has joined the national advertising staff of the *Cleveland Press*.

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One Jump Ahead

WHAT follows has nothing to do with the sheriff, though he is a valuable man in making men accept new ideas.

As C. F. Kettering, vice-president of General Motors, says, "there is nothing that makes a man think like the sheriff."

But there is no need to wait for the sheriff to make a man stay one jump ahead.

The planner must always be one jump ahead of the fact.

The dreamer who is one jump ahead of demand is ready with his new design while competition takes his dust.

The publisher who has read the world news last week must be a jump ahead, must get his message now to the agency space buyers, the factory

owners who are now making plans for this coming winter's trade increase.

For the big men of the world are putting through a constructive program which promises to change the whole economic picture.

The patient is sitting up.

Great forces are on the move.

Tired of looking for better business "just around the corner," the inhabitants of this, our world, have decided to turn no more corners but go in a straight line.

In the language of the farmyard there is a hen on now, and those who help along in the hatching are going to be sitting pretty

when the egg laying contest gets under way.

Things are sure to pop with a little pushing.

The publisher who holds back now is going to be sorry soon. The man who will be glad to see the orders come in a few weeks and months from now, must do his pushing in the hot summer months.

Time now to tell your story.

You publishers of newspapers, farm papers, magazines, business papers. You radio and outdoor men. Time to tell your story, if you have advertising or services to sell.

And the place to tell it is in the pages of welcome visitors to big advertisers and agency men—

PRINTERS' INK PUBLICATIONS

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A Little Study in Quality

Has This Creamery Expert Found Part of the Answer to Over-Production?

By R. W. Clarke

OUT in Orleans, Neb., there is a wise man named Ole Hanson. He is general manager of the Farmers Equity Co-operative Creamery Company, which is said to be the largest organization of the kind in the world. It has 175 cream stations located in five States from which cream is shipped daily to the organization's three plants in Orleans and Crawford, Neb., and Denver, Colo., there to be processed into butter.

Mr. Hanson tells PRINTERS' INK several interesting things about his company, any one of which would make an instructive article for advertisers to read. But this one has to do with his intriguing hypothesis to the effect that more attention to quality would go a long way toward lightening the load of over-production under which many manufacturers are struggling today.

There are many merchandisers who could shoot holes in his argument. I could myself, and I am merely a writer. However, when a man handles a big business as well as Mr. Hanson handles his, he ought to be allowed to tell his story. It can at least start a train of thought in other minds. If it only shows something on which to register thumbs down, that much is accomplished, anyway.

During 1930 the Farmers Equity Creameries produced 5,500,000 pounds of butter, every pound of which was sold. Some of it, however, yielded a satisfactory profit, while the remainder subjected the organization to a loss. And here is the reason:

Of the total output, 80 per cent was a No. 1 grade which was sold readily at top prices. It was made from fresh cream delivered to the stations twice a week or oftener—cream free from objectionable odor or flavor. It is the only kind that Mr. Hanson packs in his "Gold Mine" cartons, representing a brand name that is synonymous

with the very best quality of butter the creameries are capable of producing.

About 15 per cent of the output, or 825,000 pounds, had to be a No. 2 butter, made that way because of poor quality cream. It was sold at a discount of 4 cents a pound, causing \$33,000 to be cut from the profits.

Another 5 per cent or 275,000 pounds, was a No. 3 butter, made out of still poorer cream. This was sold at a sacrifice of 8 cents per pound, or \$22,000 for the whole lot.

Thus, if the association's members had supplied it with uniformly high-grade cream, its 1930 profits would have been just about \$55,000 larger than they were. It costs as much, from a manufacturing standpoint, to produce inferior butter as good butter; it takes the same financial investment in cows, labor and feed to produce No. 2 and 3 cream as for No. 1.

"It is not pleasant for our stockholders to contemplate this loss of about \$55,000 which they might just as well have had," says Mr. Hanson. "And the same conditions that brought about this loss are also responsible for another loss. They helped to lower the average price of cream; the farmers in our association might easily be getting 5 cents a pound more for cream today if it had not been necessary for us to dispose of a lot of under-grade butter at a loss.

"There is on hand in the United States today a considerable surplus of butter. The general opinion is that the existing hard times and lack of buying power have brought about a condition wherein people cannot afford to eat as much butter as formerly, causing great quantities of it to be stored in the hope that in happier times it may be moved at a minimum loss.

"I want to say to you, however, that it was not poor business in

First with the
NEWS
of
HOME
FURNISHINGS

●
RETAILING

A Fairchild Publication

8 East 13th St., New York, N. Y.

Window Display

WANT man
familiar with window
and store display
material, as idea man
for large lithograph
house—

**Must have orig-
inal and practical
ideas and sufficient
art ability to make
comprehensive rough
sketches. We make
the finished Color
Work.**

**Address "R," Box 67
Printers' Ink.**

general that caused the present butter surplus; it was the unnecessarily high proportion of poor-quality butter. We found that people would buy our No. 1 butter readily, even eagerly. The second grade, made from cream held so long on the farm as to become too stale and sour to pass as No. 1, was sold to consumers only after considerable effort. But the third grade, made from cream so old that it could not be even a second-quality product, had to be merchandised to cheap restaurants in the cities at a discount of 8 cents a pound, or sometimes even more.

"I declare, then, that if all the butter produced in the United States last year had been of first quality, and it would have been that way if the various creameries had had uniformly high-grade cream, the country today would be short of butter instead of having a surplus. I positively know that our own organization could have sold more first-grade butter than we did sell; we did not sell it because we couldn't make it, owing to the condition I have just described. I have not the slightest doubt that the story in competitive creameries is the same. People who buy first-class butter will eat more of it than of the other kind. Consequently a few million pounds, representing the present surplus, would have disappeared quickly if they had been of the right grade.

"Why should we criticize people for buying and eating imitation butter, and thus increase the overstock all the more? Under-grade butter tastes no better than the imitation. Consumers are doing the logical thing, then, from their standpoint when they buy the imitation."

Mr. Hanson does not presume to speak for manufacturers of items other than butter. But he does know a thing or two about the dairy business, and he speaks without any "ifs" or "ands" in expressing his opinion as to the cause of the butter surplus. He has an old-fashioned idea that there may be other commodities in which similar conditions might be found. Perhaps he is right.

July 2, 1931

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Rotogravure Standardization Committee Reports

A report covering the progress to date toward standardization of rotogravure page size was submitted at a recent meeting of the directors of The Rotogravure Advertising Association, by Frank Connoughton, of the New York Times, chairman of the committee on standardization. The report covered the range of sizes of seventy-eight rotogravure sections (not including tabloids) all seven columns wide but varying from 14 to 15½ inches and from 270 to 300 lines deep.

Definite recommendations in regard to a standard column length have been withheld until further investigation is made and several mechanical impediments are relieved. The report discloses that a large group, forty of the seventy-eight papers, are using or will change to a column of 287 lines deep, and within the near future it is expected that this group will number at least sixty of the seventy-eight papers mentioned.

The report also presents an analysis of the various widths of columns offered by the seventy-eight papers, which range from 14 to 15½ inches wide for seven columns. Sixty-three papers use a fifteen-inch width and Mr. Connoughton recommends in the report that all papers adopt a standard column width in their rotogravure sections as follows:

	Inches
1 Column	2
2 "	4½
3 "	6¼
4 "	8½
5 "	10½
6 "	12¾
7 "	15

The next annual meeting of the association will be held at Chicago next January, on dates to be announced later.

Erwin, Wasey Add to Staff

Edmund R. Boots and W. C. Heffron have joined Erwin, Wasey & Company, Inc., New York, in executive capacities. Mr. Boots was for ten years vice-president and general manager of the American Gas Accumulator Company, marine and aviation lighting and highway and traffic signals. Mr. Heffron was formerly general sales manager of the A. P. W. Paper Company, Albany, N. Y., and, at one time, was food products sales manager of the metropolitan division of the Beech-Nut Packing Company.

"Talk," a New Magazine

Talk is the name of a new monthly magazine which has started publication at Dallas, Tex. George Gibbons Smith is editor of the new magazine which is devoted to material "written by the people."

Leaves "The Magazine of Wall Street"

Lael Von Elm has resigned as business manager of *The Magazine of Wall Street*, New York.

the **ONLY**
daily newspaper in
NEWARK to show
a **GAIN**
in **CIRCULATION**
during 1930*

Considering the fact that generally throughout the country in 1930 daily newspapers failed to increase circulations, this announcement is extremely important. It lends still further proof of the impregnability of the Newark market, and the honest, increasing demand of its families for a real, wide-awake, intelligent newspaper. Such a market and medium is worthy of consideration in your merchandising efforts.

* ABC Audit Figures

Newark Evening News

EUGENE W. FARRELL
Business and Advertising Mgr.
215-221 Market Street
Newark, New Jersey
O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

A Mid-Western manufacturer in the textile industry wishes to secure the services of a highly trained sales promotion executive. The position requires a man with extensive experience in sales contact with wholesale dry goods jobbers and department stores.

Address "W," Box 212, P. I.

TO ONE MORE REAL PRINTING SALESMAN We Have This To Offer

1. Unquestioned reputation and standing.
2. Delivery on time and to the customer's satisfaction—we are good printers.
3. An exceptional plant and adequate personnel.
4. Competitive in price—even on the largest runs.
5. Good promotion work in major industries.
6. Real creative service—sound merchandising experience and knowledge of how merchandise moves (we do work for the largest department stores).
7. Samples of work done for the largest competitive buyers.
8. Leading accounts still open—no hogging of the prospect list.
9. A better commission—maybe you can sell us a drawing account at the start.

Do you really know printing—do you serve your customers honestly and frankly—are you more than "just a salesman"—have you actually sold in volume—can you sell ideas?

Can you stand on your own two feet and deliver—without leaning—and yet expect and get from us the fullest cooperation?

Then write us, remembering we have no prejudices as to age or religion—and our men know of this advertisement.

Address

"Q," Box 66, Printers' Ink

New Brunswick Taxes Outdoor Advertising

A law enacted by the Province of New Brunswick, requires a license for all outdoor advertising signs, with certain exemptions, at an annual fee of three dollars, and the taxation of such signs at the rate of one dollar per linear foot for ordinary signs, and two dollars per foot for luminous or illuminated signs. Licenses are issued by highway engineers and money collected forms part of the provincial highway fund. Signs exempted are those advertising for sale the property on which the sign is located, those placed on a farm to announce the sale of products exclusively raised on that farm, those offering work or seeking employment, and those placed by public authorities.

The law covers all signs visible from any highway on which provincial money has been spent. All signs must be tagged or have other marks to indicate that they are licensed and have paid the tax. Signs not licensed are subject to confiscation and destruction, while the owner is subject to a fine of ten to twenty dollars and costs.

Macaroni Campaign in Rocky Mountains

The Western Macaroni Company, Salt Lake City, is planning an advertising campaign in the Rocky Mountain States using newspaper, direct-mail, outdoor and radio advertising. Stevens & Wallis, Inc., advertising agency of Salt Lake City, is directing this account.

Death of D. H. Cruttenden

Denman H. Cruttenden, of Cruttenden & Eger, Chicago advertising agency, died recently at the age of thirty-four. He had been with Cruttenden & Eger since 1923. Before that, Mr. Cruttenden was with the Ehlbert Advertising Service, also of Chicago.

With San Francisco "Examiner"

Arthur L. Gilbert, formerly with the display advertising staff of the Sacramento Bee, has joined the local display advertising staff of the San Francisco Examiner.

Hugh Brennan, Vice-President, McQuinn Agency

Hugh Brennan, for many years connected with the advertising business at Chicago, is now with McQuinn & Company, advertising agency of that city, as a vice-president.

Investment Account to Doremus

Smith, Camp & Riley, California and Oregon investment house, has appointed the San Francisco office of Doremus & Company, to direct its advertising account.

Three Theme Songs

BOTSFORD-CONSTANTINE COMPANY
SEATTLE, JUNE 15, 1931

Editor of PRINTERS' INK:

This is an opportune time to make a couple of additions to your list of radio theme songs, published in your May 14 issue.

"Gilmore Circus" Theme Song—"Blue

Green Gas" original composition.

"Gilmore College Daze"—"They Say He

Went to College."

"Brook's Clothing"—"The \$22.50's"

original composition.

All of these programs are released

over the Pacific Coast networks.

BOTSFORD-CONSTANTINE COMPANY.

Curtis Gives to U. of P.

Cyrus H. K. Curtis has made an unrestricted gift of over a million dollars to the University of Pennsylvania, Philadelphia. It is planned to keep the gift intact as the "Cyrus H. K. Curtis Foundation for the Permanent Endowment of Teaching and Research."

Now Unwin & Stocker

Unwin, Torrey & Stocker, Detroit advertising agency, has changed its name to Unwin & Stocker, following the retirement of E. S. Torrey from the partnership. B. V. Unwin and Paul A. Stocker are partners in the new firm.

Ruth R. Harvey with Mitchell-Faust-Dickson & Wieland

Ruth R. Harvey, formerly associated with the *Chicago Real Estate Magazine*, has joined the Chicago staff of Mitchell-Faust-Dickson & Wieland, Inc., advertising agency.

Goes After Radio Motorists

Motor Majestic, a radio receiver for installation on automobiles, has been brought out by the Grigsby-Grunow Company, Chicago. The set has been so designed as to be placed in any pleasure car.

E. W. Stiner with Nielsen

Ernest West Stiner, formerly Western field counselor of Bigelow, Kent, Willard & Company, has joined the executive staff of the A. C. Nielsen Company, Chicago, as vice-president and Western manager.

Appoint Albert Frank Agency

The General Securities Corporation of America, Chicago, has appointed the office at that city of Albert Frank & Company, Inc., to handle its advertising account. Newspapers will be used.

Lexington "Herald" Appoints

Thomas R. Underwood has been appointed general manager of the Lexington, Ky., *Herald*.

Broadcast Advertising Magazine

A carefully edited monthly, tells how to increase sales through advertising by radio. Contains advertising rates of leading radio stations.

Write for sample copy, using your business letterhead.

Broadcast Advertising

440 South Dearborn St.
Chicago

TRUE-TONE PHOTOGRAPHS

Show Your Products in Actual Colors

This remarkably accurate, low cost process of photographic tinting provides one of the greatest advances in modern merchandising.

"TRUE-TONE" photographs efficiently solve the color problem and quadruple the selling appeal of salesman's portfolios. These exceptional reproductions may be effectively mounted on counter or window displays, wall hangers, calendars, etc., and supply that colorful attention value heretofore prohibitive in limited editions.

Just send us two black and white prints showing your product, with color reference or the name of a Cleveland dealer where we can see it.

Then—we will finish a print in actual color for you and quote on any quantity or size you may specify. There is no charge or obligation involved in this offer. Write for full particulars and let us make this test for you.

THE AD-ART PHOTO COMPANY

1885 E. 82nd St., Cleveland, O.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: A 51and 4-6500. President and secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. Kohn, Manager.

St. Louis Office: 915 Olive Street, A. D. McKinney, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Chicago: G. A. Nichols

Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, JULY 2, 1931

A Moratorium on Deflation

Those "leaders" who have for so long been clamoring for no "interference with the great impersonal economic forces" must have been surprised last week.

The deflationists and the bitter enders, who have been insisting that the living standards of the masses must be lowered, received a kick in the pants when the world responded with buying power to the American proposal for a year's moratorium on war debts.

The men who have been claiming that equilibrium could only come by a moving backward in a blind following of some obscure economic law were proved wrong in twenty-four hours.

For dramatic point was given to the "theoretical" idea that much abused psychology is still stronger than facts, economics, or a blind following of "laws" which are not laws at all.

The fact of postponement of a small part of the total war debt does not in itself alter the fundamental economic situation at all. Yet millions of pounds of copper are purchased at an advance in price, wheat and stocks go up, and Dave Haring decides to go ahead and put in a new bathroom.

The proposal had its effect and is vitally important because it marks the end of the theory that continual liquidation, contraction of credit and deflation could make the world move anywhere except backward. The proposal should mean the stopping of liquidation which froze with fear the potential purchasing power of the masses in America.

What the Government has done should serve as a brilliant example to industrial leaders that the same psychology applied to their own business relations, within their own plants, and in all their dealings is the sort of business philosophy needed now.

A business moratorium should now be declared on further lay-offs, talk of wage cuts, pinch-penny economies.

There should be an immediate extension of credit for advertising and sales effort which leads to increased demand without an increase in goods. It is time for American business men to follow a movement, the immediate results of which they have just seen with their own eyes.

What works internationally will work just as well at home, inside the small sector of world business which each individual executive commands.

Making Salesmen of All Employees

Some months ago, PRINTERS' INK told about a retail distributor of coal and lumber products who, by inculcating in all employees the urge to sell, found that his truck drivers, bookkeepers, clerks, telephone operators and office boys were capable of bringing in an astounding amount of business.

Other articles of a similar nature told how the Baltimore &

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Ohio Railroad, the Bell Telephone Company of Illinois, and other large organizations are making salesmen of all employees. Now comes a report from the Williams Oil-O-Matic Heating Corporation concerning a special campaign of this sort recently concluded at this company's home town.

The company is located at Bloomington, Ill. It has for years developed its home community. As a result, this town of 30,000 population had 1,000 Williams units installed before the special campaign was inaugurated, indicating a high degree of saturation.

Nevertheless, a sixty-day campaign was started in Bloomington, during which each employee agreed to do everything within his or her power to build sales. The co-operation of the employees took various forms. Some handed in names of prospects. Others simply started conversation. Still others actively campaigned for orders. Special meetings were held twice weekly. On two occasions, night parties were held, at which employees and their families were present. Direct-mail and newspaper advertising was run.

The net result was 189 Ice-O-Matic sales in sixty days—in other words, in that short period, the company sold in its apparently saturated home town almost one-fifth the volume sold in all the time it has been making the Ice-O-Matic. Furthermore, sufficient names of prospects were received to warrant another campaign, to open August 15.

Making every employee a salesman is a plan that has never been as widely used as its merits justify.

The Havoc of Forced Deliveries

Unusual delivery demands exacted of sellers is causing havoc in many businesses. The practice retards the return of normal employment.

Obviously a job that should take six weeks to deliver and which, through pressure brought to bear by the buyer, is turned out in three weeks, in these times of unemployment, cuts a number of men

out of jobs who normally should have them.

Responsible for this situation are the buyers who wait until the last minute to make commitments. The seller must suffer for the lack of foresight of the buyer. Ridiculous deliveries have to be promised in the face of threats to place the business elsewhere.

The results are vicious. Better management on the part of last-minute buyers is needed. It is well to remember that every buyer in business, after all, is himself a seller.

A Doctor Prescribes an Open Mind

Here are significant words from a prominent member of the medical profession:

"We medical men need to change our frame of mind and adopt the same scientific attitude toward advertising which we would automatically adopt toward any new remedy or technique proposed for a medical problem. Advertising may have a valuable solution to offer us for our problems of public education and medical economics.

"We are laymen so far as advertising is concerned. We in our own field decry the efforts of laymen to medicate themselves. And yet we deny advertising a respectful hearing."

This is Dr. James H. Hutton, retiring president of the Chicago Medical Society, speaking at the annual meeting of that group. The doctor, who has looked into advertising a bit himself through talks with several newspaper publishers, added this as indicative of what might be learned through the attitude he recommends:

"Doctors, when they talk about advertising, are discussing an entirely different thing from what the advertising man has in mind. While medical men visualize advertising only in terms of gaudy displays designed to promote the individual doctor or institution, advertising men are thinking in terms of educational campaigns to better standards of health and medical care."

Dr. Hutton specifically states that he does not presume to say that the medical profession should advertise. Nor, he says, does he know in just what manner advertising would be used by it. He suggests only an open-minded examination.

Well enough. Advertising, itself, asks only that.

Frosty Thoughts

The other day, in an artist's studio, we saw an artist busily at work on a Christmas card for a manufacturer.

In a lithographer's office, we saw a rough sketch of a Christmas window display.

At another lithographer's we were shown a hand-made special Christmas package, embodying a novel idea.

A factory superintendent in a plant making a line of tools showed us the jigs for a special set of juvenile tools that are being made ready for Christmas.

And the owner of a small toy shop, a man gifted with old world patience and craftsmanship of a rare order, who mends broken dolls that seem beyond resuscitation and puts new wheels on scooters, told us that toys are already being brought to him for repair—to be held until Christmas.

These are frosty thoughts for a sizzling hot day. Somehow, it makes the heat all the more unbearable.

But they point unmistakably to the fact that Christmas business is garnered not when the snow is on the ground but when the dog days turn one's thoughts, to rushing streams high up in the mountains.

Have you begun thinking about Christmas—from the crass commercial standpoint?

Programs for Progress

In its method of case presentation **PRINTERS' INK** each week covers current trends in business thought. These case incidents suggest definite programs for progress which this publication offers for the consideration of business men. In the current issue for example, one

article is the third in a series of articles describing methods in sales management—a closer study of salesmen's expense accounts, covering sales territories more profitably, present-day practices on salesmen's report systems and sales manuals.

The third article in a program for the strengthening of trade associations to meet the pressing problems of the present and the future is also presented. The first article in a series on the true conditions in the big farm market appears in this issue. The articles are designed to correct the impression on the part of a few manufacturers who think all farmers are in want because of scare heads about wheat prices and droughts.

PRINTERS' INK MONTHLY in its July issue carries the third article in a series setting down twelve definite points for management in a constructive platform for American business. This article by Senator James Couzens offers important suggestions to progressive management.

Hand-to-mouth advertising threatens to change many of the practices and policies of advertiser, advertising agent and publisher. First evidence of this new trend was presented recently in **PRINTERS' INK**. Discussion of this important subject, from the advertising agent's point of view, is continued in the **July MONTHLY**.

With an earnest belief that business must plan more carefully ahead **PRINTERS' INK** is thus presenting definite programs for sound progress, concrete objectives toward which business leaders may work.

Definite objectives and looks ahead are important for business men at this transition stage of industry.

Marjorie Signer Joins Carter Agency

Marjorie Signer, formerly with the Hazard Advertising Corporation, New York, in charge of the women's department, has joined The Carter Advertising Agency, of that city, as an account executive, specializing on women's accounts. Before joining the Hazard agency Miss Signer for many years conducted an advertising agency under her own name at New York.

SIDNEY J. HAMILTON

formerly Vice-President
of the General Outdoor Ad-
vertising Company, and an
important factor for twenty
years in outdoor advertising . .
... has joined this organization
as Vice-President in charge of
outdoor advertising.



LENNEN & MITCHELL, INC.

ADVERTISING AGENCY

17 EAST FORTY-FIFTH STREET

NEW YORK CITY

R. A. Hunter Heads Pacific Clubs Group

R. A. HUNTER, of the Pacific Railways Advertising Company, Vancouver, B. C., was elected president of the Pacific Advertising Clubs Association at the close of its annual convention held last week at Long Beach, Calif. He succeeds Herman A. Nater, of Los Angeles.

Harry Royer, sales manager of the Rice Growers of California, was elected first vice-president and John Churness, of Walla Walla, Wash., was made second vice-president. Miss Leila L. Arnold, Mail Advertising Company, Seattle, was elected vice-president at large. Philip W. Battelle, of *Western Advertising*, San Francisco, was made secretary and treasurer. Vancouver was chosen as the convention city for 1932.

The general theme of the convention stressed the importance of advertising to American business during times of depression. A. O. Buckingham, director of advertising of Cluett, Peabody & Company, addressed the delegates on the subject, "How We Have Increased Our Sales and Profits in the Face of Business Depression." He attributed the good showing of his company during 1930 to the fact that it had maintained high quality of material and workmanship in order to give the consumer value received for every dollar spent.

"We believe the American people want something good instead of something cheap," he said. "No amount of advertising can compensate for a fault or a flaw in the thing advertised. Good goods are still preferred to bad goods."

L. M. Barton, secretary-manager of the 100,000 Group of American Cities, spoke before the convention on "Factors Responsible for the Advertising Successes of 1930." The successful advertisers of 1930, he pointed out, were those that did not believe the prophecies that prosperity was just

around the corner. They took inventories of their businesses and made use of facts.

"Facts are our scarcest raw material," said Mr. Barton. "This is shown by the economy with which we use them. Advertising needs neither sympathy nor help. What it does need is intelligent use or application."

Walter A. Folger, assistant vice-president of the Pacific Telephone & Telegraph Company, San Francisco, gave a summary of information received from a number of national concerns which made substantial gains in business during the last year. He cited advertising as one of the main factors responsible for their success. Quality of merchandise and maintenance of low prices were other important factors, he said.

Speaking Contests a High Spot

A speech prepared by Turner Jones, vice-president of the Coca-Cola Company, was read by Howard McKay, of Foster-Kleiser Company. In this speech Mr. Jones advised increasing advertising expenditures during depression times and getting more for the advertising dollar than ever before. This, he pointed out, has been the policy of the Coca-Cola Company during the last year.

A one hundred per cent attendance of the delegates listened to the three-minute speaking contests held at the luncheon meetings. The contest on the opening day of the convention was won by H. C. Newton, of Los Angeles, and Elsie McElaney, of San Francisco. Elsie Brown O'Brien, of Portland, was third. The similar contest held at luncheon on the following day was won by Harry Shenk, of Portland, with Harry P. Royer, president of the Sacramento club, second.

The Seattle Advertising Club was awarded the Accomplishment Trophy in recognition of its "Advertising Speeds Up Business" campaign.

An exhibit of advertising campaigns made up of those that won prizes in the contests held at each club during Advertising Achievement Week was on display dur-

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ing the first three days of the convention. The winners of awards in this exhibit, together with the agencies preparing the campaigns and the classification won, are:

Wilshire Oil Company, Los Angeles; Dan B. Miner Company; miscellaneous (non-retail).

Californians, Inc.; Lord & Thomas and Logan, Inc., San Francisco; community advertising campaign costing \$150,000 up.

San Diego Advertising Club; Norman R. Barnes Company; community advertising campaign costing less than \$150,000.

Southern Pacific Company; Lord & Thomas and Logan, Inc., San Francisco; travel advertising.

Los Angeles Examiner; newspaper promotion for display.

Stockton Independent; newspaper promotion for circulation.

California Spray Chemical Company; direct mail, booklets, folders, broadsides, etc.

Los Angeles Soap Company; street car advertising.

Pioneer Hatchery; Hamman-Lesau Company; farm paper advertising.

Universal Meter; James Houlihan, Inc.; business publication advertising.

Associated Oil Company of San Francisco; Lord & Thomas and Logan, Inc.; dealer helps and window displays, cut-outs, posters, printed matter, etc.

W. H. Crawford Heads Bridgeport Club

William H. Crawford, of the Crawford Laundry Company, has been elected president of the Bridgeport, Conn., Advertising Club, succeeding George Hanson, of Murphy, Inc. Frank Montgomery, advertising manager of the Bryant Electric Company, was made vice-president. Francis J. Hill and Miss Florence Wawrzynska have been re-elected secretary and treasurer, respectively.

The following have been elected directors: Otis P. Lewis, Robert A. Crosby, Alfred D. Guion, L. H. Corbit and the Misses Rose Kiel and Esther Dunn.

* * *

Seattle Bureau Appoints Financial Committee

The Better Business Bureau of Seattle has appointed a financial advisory committee to give expert consultation on financial issues. Members of the new committee are Allen T. Williamson, Harry Grande, Charles Mullen, Ben Tidball and G. E. Ledbetter.

* * *

Elected by Poor Richard Club

John B. Geraghty has been elected a director of the Poor Richard Club of Philadelphia, to serve for three years.

* * *

Elliott M. Epsteen has been appointed counsel for the San Francisco Advertising Club.

Sales and Distribution Investigations—

Whether the product is old and sick or new and untried, we obtain those vitally important facts without which there can be no intelligent Distribution Plan, Sales or Advertising Policy.

We get our facts by actually SELLING YOUR PRODUCT during the investigation period. Each of us has a 25-year background of successful face-to-face selling.

Through a tested plan of recording the product's Sales Affirmatives and Sales Negatives, we obtain accurate and unusually complete FACTS on which logical conclusions regarding Saleability, Markets and Distribution may be reached.

We operate on a fee basis in the United States and Canada, either direct with the manufacturer or through his Advertising Agency.

Investigations limited to quality products of a specialty complexion and but one account handled at a time.

An interesting folder mailed on request.

Parsons-Bersac and Associates

NEW YORK

The Chrysler Building

CHICAGO

11 S. La Salle

The Little Schoolmaster's Classroom

A BUILDER of luxurious apartment houses in New York, who wanted to take his "product" to prospects, rather than simply wait for prospects to descend upon his houses, conceived the idea of opening what he calls "The Apart-



ment Store." In a store located on Fifth Avenue, he has built actual samples of the apartments he is leasing. The passing throngs—throngs which never pass his apartment houses—are thus given an opportunity to examine the apartments and hundreds do so daily.

From a luxurious New York apartment house to a log cabin is a long, long jump. Yet the Schoolmaster notices that this same idea of taking the "product" to the prospect is applicable to the business of selling log cabins.

The organization is the Ward-Lewis Lumber Company, of Portland, Ore. As the accompanying illustration shows, this company—which is a distributor of Shevlin Pine Log Siding and Knotty Paneling—has constructed a children's play house and mounted it on a truck. The truck parades around the streets of Portland. It has created a great amount of interest and, while it features a child's play house, it has proved an equally effective bit of promotion for log cabins.

During May, 13,000 employees of General Motors located in Dayton

were given a special opportunity to become Frigidaire users. In less than two weeks, these 13,000 employees bought 1,781 Frigidaires.

Says General Motors: "The significant part of this campaign is that these purchasers were factory workers—prospects who had never been reached before. Why did they buy? Because they were General Motors employees? Certainly this helped. Because they were offered some special inducement? Perhaps a little, but many before had been extended inducements, without arousing their interest.

"The main reason was because they were properly approached, properly interested and properly asked to buy. Organization, education, steam, hard work, persistence and a supreme confidence in self and product will bring prospects and sales comparable with those uncovered in Dayton, where everyone presumably knew all about modern electric refrigeration!"

* * *

And now to the long list of business indices the Schoolmaster wants to add a brand new one—the humble can of pork and beans! Campbell of Camden tells the Schoolmaster that the severity of the depression through which we have been passing is indicated by the fact that the national consumption of dry beans was disproportionately large, when compared to the consumption of canned beans, during the first four months of 1931.

The company explains it this way: "This is the first time in years that dry beans have shown a gain at the expense of the canned article. It indicates that housewives who maintained coal fires have been cooking their own beans in an effort to economize, regardless of the low price range of canned beans."

* * *

"Preparedness" is a slogan which the Schoolmaster believes should be uppermost in the minds of all



Old Buildings Must Modernize

While general business is marking time, building owners and managers are busy bringing old buildings up-to-date. Keen competition in renting of office space has forced the modernization of older buildings. The Board of Trade Building (formerly the Ohio Building) at Toledo, pictured above, was renovated and quickly rented in an unfavorable market. This is just one of many remodeling jobs that have been completed since the first of the year. . . . Building owners and managers are spending millions for materials and equipment to modernize old buildings. Right now the RE-MODELING market is the ACTIVE market. Bring your product before these building owners and managers thru their business paper, **BUILDINGS AND BUILDING MANAGEMENT.**

A. B. C. GUARANTEED PAID CIRCULATION



Founded 1906

PORTER-LANGTRY COMPANY, PUBLISHERS

Member A. B. C. 139 NORTH CLARK ST., CHICAGO Member A. B. P.

Eastern Office: 295 Madison Ave., New York City

SALES MANAGER WANTED

A PROGRESSIVE manufacturer needs a high-grade Sales Manager to direct the distribution of an electrical display sign. The man who secures this position must have experience in handling salesmen. As he will be expected to contact national advertisers and agencies in person, he should have a good background in merchandising and advertising. The ideal man would be one with a good record as a salesman or sales manager for lithographic displays or dealer-helpers of a similar character.

If you can sell, sell yourself to us in your first letter. It should contain complete details and will be treated in strict confidence.

Address

"T," Box 69, Printers' Ink

To fill the gap

"When Jones left us about two months ago to enter business for himself, we were considerably worried. To fill the gap he made in our line-up caused us real concern.

"Not so today; Harris who stepped into Jones' place is doing a whale of a job."

Men of Jones' and Harris' ability aren't easy to find. Most always they are happily engaged in some organization. But when opportunity comes their way, they take notice.

Securing Harris wasn't a stroke of good fortune, by any means. He was selected from an excellent field of applicants who answered an advertisement that appeared in **PRINTERS' INK**.

Rather than limit themselves to personal acquaintances, numerous concerns find it pays to draw from the wealth of executive ability reachable through **PRINTERS' INK**.

Let **PRINTERS' INK** locate your man when a vacancy occurs.

business men. He was interested, therefore, when a member of the Class pointed out to him the advertisement of a manufacturer of fishing supplies. The advertisement was a bold answer to the fears of large and small companies engaged in the business of catching fish, fears which have kept them from making proper purchases of equipment, thus unfitting themselves for profitable operation when large catches become the prevailing order. Despite the fact that The Fish Net & Twine Company, of Jersey City, N. J., whose advertisement it was, delivered a very definite sales talk on fish nets to its prospects, the Schoolmaster could not help reading a pleasant ambiguity into the lines.

"Unreadiness," said the advertisement in part, "Not lack of fish or of prices, robs many fishermen this year. Are you ready? You are if your gear matches up with your expectations of coming catches and prices. Worn out, patched and generally weakened gear would be sufficient if there were no great quantities of fish ever to be taken at the most unlooked-for times. Prosperity is only for those who, when fish are running strong and prices are high, have their nets in perfect condition. The fish WILL come. They always have. And prices will be high. The unfortunates will be those who have risked all on the never-practical economy of 'getting along somehow' with nets they knew should have been replaced."

This is part of a very definite sales talk, as the Schoolmaster has already mentioned. Yet, substitute for nets and fish the gear and products of any business, or the advertising and prospects of any company, and the advice seems applicable. Perhaps The Fish Net & Twine Company had in mind business in general as it penned its copy.

* * *

This is the way The Mellen Associates, advertising agency of Honolulu, go about typing a letter. First, after the date, appears "From ———," with the writer's handwritten signature. Then the

Unique Opportunity for Clever Advertising Woman

One of the largest food chain store concerns in the world, operating approximately 4,000 retail units, is looking for an unusual type of woman.

The woman we want is rather hard to describe. The job we want her to do is inject the woman's viewpoint into our copy; help plan and execute sales and promotional events that will interest women and interpret our concern, in woman's language, to the general public.

First of all, she must know, and be able to prove that she knows, the feminine buying mind and how to influence it. She must be a copy writer plus—one who can originate ideas as well as interpret them. She will, preferably, have had many years' successful experience in the advertising of foods or kindred lines. Her record will be such as to make her outstanding and command consideration for a really big job.

This woman must be able to fit herself into a big organization and sell herself and her ideas—not only to her immediate superiors—but to the rank and file of the organization as well.

The position is a creative rather than an executive one. Headquarters will be on the

Pacific Coast. She will work under the direction of the general advertising director and with the other executives and operating personnel of the organization. The position will require considerable traveling.

The organization is famous for its congeniality and as a desirable company to be associated with. We think the woman we want is 30 to 40 years old and we know she will have a record that will bear the closest inspection. We are looking for the finest talent in the country so, unless you are outstanding and have done things to prove it, there's not much use to apply.

On the other hand, even though you are now well connected, if you have good reasons for thinking this is your opportunity, write and tell us all about yourself, what you have done and what you would like to do.

Make your letter as long or as short as you like but be sure to tell us your age, whether married, encumbrances if any, nationality, and the value you place on your services. If you have a recent photograph or want to send samples of your work, all materials will be carefully returned after examination.

This position is available at once and we would like to have your reply accordingly. Address "Advertising Director," Box 68, Printers' Ink.

Announcement

Page-Davis School of Advertising announces a new, thorough home study Course in Modern Advertising. Prepared in co-operation with leading Agency men and prominent Advertising Managers. No text books, no theory, no red tape. Material all in loose-leaf form. An intensive plan of Practical Advertising training, based upon the "Learn By Doing Method." For information address Page-Davis School of Advertising, 3601 Michigan Ave. Dept. 424B, Chicago.



HOW TO SELL
HAWAII'S
HUNDRED MILLION
DOLLAR MARKET



Send for a SURVEY on the line or lines of merchandise in which you are interested

HONOLULU STAR-BULLETIN
HONOLULU, HAWAII

Oil & Gas

- Eastern 4-A Agency wants experienced young man as advertising manager and liaison for a Gasoline account. Sell yourself in first letter stating minimum salary requirements.

Address "V,"
Box 211, Printers' Ink

name and address of the person addressed, in conventional form, followed by the salutation, "Aloha."

This is the current greeting in Hawaii and Polynesia. At the end of the letter is no signature—instead, there is written: "Aloha Oukau Au Pau"—Aloha to you I have finished.

"Got so sick," says George Mellen, "of 'Gentlemen,' 'dear sir,' or 'Madame,' as the case might be, and sometimes isn't; and 'thank you for your letter of such and such a date' when sometimes thanks isn't exactly the word; and 'Yours very truly' when you wouldn't belong to the addressee on a bet; and the time wasted in typing and reading such irrelevant and immaterial hooey; and having to wait until we're through talking until we say who we are, if anybody; that we thought it about time to junk the business letter form of the 80's and do our part toward cutting down overhead and cutting out dunderhead."

Is it easier, the Schoolmaster wonders, to do sensible things in Hawaii than in New York? He has never traveled to Honolulu, but he is sure that men there are not wearing woolen suits this summer merely because other men wear woolen suits. Convention and standardization are humdrum masters—are they not?

It had been reported to John L. Griffith, director of the Intercollegiate Conference (the Big Ten), that the alumni, faculty and even the undergraduates of the University of Minnesota were losing their interest in football. Parents, it was said, were vociferous in objecting to their sons' participation in the sport.

Now, then, football is Mr. Griffith's bread and butter. If things were going that way at Minnesota it behooved him to know the worst as soon as it could be learned.

He simply approached the alumni, faculty, undergraduates and parents by letter and put the matter squarely up to them. He was gratified to learn that an average of less than 3 per cent were "off" football.

July 2, 1933
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What he did, speaking in merchandising terms, was to find out from the buyers of football—the consumer market—what they actually thought about it. If he had discovered that their regard for it was waning, this would have been something for the other Big Ten schools to think about; maybe something could be done to restore their acceptance.

No business (college football is a business, we are told) can afford to take its future for granted. It needs to keep in continuous touch with its customers in order that it may cater intelligently to their likes and avoid the features they don't like.

What is the consumer thinking about? This, to the Schoolmaster's mind, is the biggest question in business today.

Most sellers may think they know the buyer, but few of them do, in the fullest sense. The present is the psychological moment for them to begin cultivating an intimate acquaintance with him.

Henri, Hurst & McDonald Add to Staff

A. A. McEachren, formerly with Advertisers, Inc., Detroit advertising agency, has joined the media department of Henri, Hurst & McDonald, Inc., Chicago agency. He will function as buyer of newspaper space.

Paul B. Terhune, recently with the Leachman Organization, Chicago, and at one time in charge of copy service for a group of Texas newspapers, has joined the copy staff of Henri, Hurst & McDonald.

Join Schweizer-Steitz Agency

Karl Mansfield, formerly with the R. F. Walker Advertising Agency, Inc., Chicago, has joined the Schweizer-Steitz Company, advertising agency of that city, as an account executive. He will specialize in radio advertising.

B. F. Weinzimmer, formerly with the Transom Agency, Chicago, has also joined the Schweizer-Steitz agency as an account executive.

Hamilton-DeLisser to Have Boston Office

Hamilton-DeLisser, Inc., publishers' representative, will open a Boston office on July 6, located in the Park Square Building. J. J. Schwarz will be in charge.

A. M. Cheney has become associated with the Eisele Printing Company, Cleveland, in a sales capacity.



"On the Air" this week

Helen Kane — George Jessel — Irene Bordoni
John W. Green — Belle Baker — James Barton
Keller Sisters & Lynch — Val & Ernie Stanton
George Lyons — Walter C. Kelly
Beatrice Fairfax

"Tillie the Toller" — "Bringing up Father"
through the Radio Department

WILLIAM MORRIS AGENCY, Inc.
Mayfair Theatre Bldg.

Broadway at 47th Street, New York City
Established 1898
Chicago Los Angeles Paris London

Lumber Manufacturers

are reading the American Lumberman for sales ideas today as never before. Will your products help them increase sales by better manufacture or lower cost? Then, tie up your story to this dominant editorial note in the

American Lumberman

CHICAGO

Est. 1873

A. B. C.

Advertising or Printing BOOKKEEPER

BUYER—MANAGER

Young lady knows paper and printing; good bookkeeper, stenographer, typist; office manager; pleasing personality. Eight years one organization. Prove invaluable to advertising agency or printing plant. Address "U," Box 216, P. I.

BOOKLETS On Enameled Paper

Printed in Black Ink	1 M	3 M	10 M
4 Page Folder 5x7.....	\$9.00	\$23.00	\$35.00
4 " " 6x9.....	16.00	26.00	40.00
8 " Booklet 6x9.....	20.00	44.00	75.00
16 " " 5x7.....	35.00	80.00	135.00
16 " " 4x9.....	26.00	70.00	110.00
16 " " 6x9.....	38.00	92.00	157.00
32 " " 6x9.....	73.00	164.00	275.00

10% off above prices during July and August
Rue Publishing Co., Denton, Md.

Western Golfers Hold Minocqua Tournament

George Hartman, of the J. L. Sugden Advertising Company, and C. D. Freeman, of *Popular Science*, won major honors at the annual golf outing of the Western Advertising Golfers' Association at the Minocqua Heights Golf Club, Minocqua, Wis. Hartman, with a score of 149 for thirty-six holes, was the low gross winner for the two days of play. Freeman, the association president, had the winning low net score for the two days.

Joseph B. Campbell, Williams & Cunningham, Inc., took second low gross prize, while E. R. Goble, Stack-Goble Advertising Agency, was a close second for low net honors.

James B. Meigs, *American Weekly*, won the low putts contest on both days, with twenty-nine for each round.

J. D. Stanard with College Entrance Book Company

John Dandridge Stanard, formerly assistant advertising manager of E. P. Dutton & Company, Inc., New York, publisher, has been made advertising and sales promotion manager of the College Entrance Book Company, with headquarters at New York. He was at one time literary editor of the *Chattanooga, Tenn., Times*.

Appoint Millar Agency

The following companies, all of Los Angeles, have appointed the Millar Advertising Agency, of that city, to direct their advertising accounts: The Tryco Company, Cubbison Cracker Company, maker of Melba Toast, and the Berland Laboratories, Inc.

H. G. Moock, General Sales Manager, Plymouth Motors

H. G. Moock, formerly in various sales capacities with the Chrysler Sales Corporation and, before that, secretary-manager of the National Automobile Dealers Association, has been appointed general sales manager of the Plymouth Motor Corporation. S. W. Munroe, J. W. Hutchins and J. F. Boyd have been made directors of Plymouth sales for the Chrysler Sales Corporation, the Dodge Brothers Corporation and De Soto Motor Corporation, respectively.

Other members of the Plymouth executive staff include: P. C. Sauerbrey, vice-president and operating manager; N. F. Hadley, chief engineer; K. G. Pound, director of distribution; J. R. Wagstaff, director of advertising and sales promotion, and H. E. Heath, director of service.

Globe-Hanau Press Formed at New York

The Globe Press, Montclair, N. J., the Hanau Press, New York, and N. Austin Hanau & Staff, New York, direct advertising, have consolidated and will operate under the name of the Globe-Hanau Press. Officers of the new organization are: President, T. K. Gardner; vice-president, N. Austin Hanau, who will direct sales and sales promotion service, and secretary-treasurer, H. W. Ford.

San Francisco Club Appoints E. V. Weller

Earle V. Weller, vice-president of the Campbell-Ewald Company, in charge of the San Francisco office, has been appointed to the board of directors of the San Francisco Advertising Club.



Write him for an
Interview

"Y" Box 214, Printers' Ink

AVAILABLE...

Agency RADIO Supervisor and Account Executive

Here is an Account Executive and Radio Department Manager who, although now employed, seeks a new agency connection with broader horizons. He is a pioneer in the development of Sponsored Radio Programs and has for 18 years held important posts in marketing, advertising and radio. He is both creative and sales-minded.

It is worth a few minutes' of your time to learn whether or not he is the peg to fit the hole in your organization. He will be glad to fit his time to yours.

"GIBBONS knows CANADA"

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Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

ADVERTISING REPRESENTATIVE—Trade publication going OK on circulation wants advertising man good as present editor to get the ads and share ownership. Box 918, Printers' Ink.

CONSIDER MERGER—Small agency with excess of quarter million dollars annual billing and unusually good prospects will consider merger with similar agency of successful record. No cash investment necessary. Prefer merger with agency that is particularly good on production and weak on sales. Chicago agency preferred but central states agency will be considered. Present agency has all agency recognition. Plans merger or partnership to strengthen organization and divide responsibilities of management. Inquiries will be strictly confidential. Box 925, Printers' Ink.

EMPLOYMENT SERVICES

Serve
Foremost Agencies and their clients with trained Adv'tg & Merchandising Personnel, at salaries ranging up to \$25,000. For confidential interview see Walter Lowen, 9-1 P.M. Vocational Bureau, 105 W. 40th St. (PEn 6-5389).

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

HELP WANTED

COMBINATION, COPY, LAYOUT, AND PRODUCTION MAN for small Indiana agency in Chicago district. Must be between thirty and forty and married, with thorough knowledge production from rough layout to completion. Also must be able to originate ideas and manage inside details of business. Must have had experience and successful record with agency and understand printing, art and plates thoroughly. Replies will be considered confidential but will not be considered unless accompanied with full details of past experience and references. Box 926, Printers' Ink.

POSITIONS WANTED

YOUNG MAN, ACCOUNT EXECUTIVE for leading group of Southern hotels, seeks new agency connection. Experienced in newspaper, radio, mail copy. Box 916, care Printers' Ink.

Assistant Editor—(young lady) feature writing, interviews, rewrite. Handle layout and make-up. Experienced popular science and household appliance fields. Record proves ability. Box 922, P. I.

RADIO MANAGER of 4A N. Y. agency wants connection with agency where radio program building, continuity writing, production, and station relations are vital problem now. Box 921, P. I.

CREATIVE ARTIST—DIRECTOR
Producing ideas and visuals in all phases of advertising and finished art of high quality. Directing the purchase and production of art, engraving, printing, etc. Part or full time. Box 919, Printers' Ink.

A WOMAN with many years' experience in conducting the advertising department of a large concern is now free. Did all the space-buying, supervised checking, etc., handled some follow-up and some sales work. Seeks position of similar nature or would act as assistant to a busy executive. Will accept a moderate salary. Box 917, Printers' Ink.

Available—artist executive with proven sales ability. Ten years success conducting own advertising and art studio with large staff. Previously artist of unquestioned creative talents. Possessed of thorough knowledge of art, copy, layout, syndicate service and engraving. 35 years of age with plenty of intelligent force. Can furnish finest references. Box 923, P. I.

FAR EASTERN MARKET EXPERT AVAILABLE

University graduate, age 35, with advertising agency experience. Ten years' experience in Far East. Unusual background of value to advertising agency or manufacturer interested in export market. Box 920, Printers' Ink.

ADVERTISING EXECUTIVE—unusual background eleven years; agency 1, representing leading N. Y. newspaper 3, national magazine 4, assisting advertising director. Excellent sales record; hard, conscientious worker; trained in merchandising, research, copy; original, constructive ideas. Intimate contacts in N. Y. and Eastern territory; married. References, reputation and record will interest a publisher, manufacturer or agency. Box 924, Printers' Ink.

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DURING the first five months of this year the Chicago Tribune scored an **11,018 LINE GAIN** in general grocery advertising, while the three principal Chicago evening newspapers sustained a loss of 63,188 lines in this classification.

CHICAGO TRIBUNE

THE WORLD'S GREATEST NEWSPAPER

Average Net Paid Circulation, May, 1931: Daily, in excess of 820,000; Sunday, more than 1,010,000

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Bldg.

New England Adv. Office
BOSTON
718 Chamber of
Com. Bldg.

Western Adv. Office
SAN FRANCISCO
820 Kohl Bldg.